

UNIVERSITY OF CAPE COAST

PERFORMANCE OF TEMPORARY EMPLOYEES OF THE CAPITAL
GROUP, GHANA

BY

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Dissertation submitted to the Department of Human Resource Management, of
the School of Business, College of Humanities and Legal Studies, University
of Cape Coast in Partial Fulfilment of the Requirements for the Award of
Master of Business Administration Degree in Human Resource Management

MARCH 2019

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

Name: Abena Amissah Fosu

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Dr. (Mrs.) Rebecca Dei Mensah

ABSTRACT

Performance of temporary employees is vital to the success of every organisation. The main aim of this study was to assess the performance of temporary employees of The Capital Group. The study adopted quantitative research approach, employing the descriptive design method. The study employed a 43-item questionnaire instrument, solicited, and analyzed responses from 260 temporary employees of The Capital Group. The sampling procedure used to gather data was convenience sampling. Findings of the study indicated that organisational factors of The Capital Group do not influence their performance positively. However, due to their fixed-term appointment, respondent disagreed that they are being trained on the job. In addition, respondent agreed that temporary employment gives them a form of experience, makes them employable and act as a stepping-stone into the job market and permanent role. However, they disagreed that temporary employment involves less office politics and less responsibilities. Based on these findings, recommendations were made to management of The Capital Group to structure their organisation in a way that will benefit both parties to achieve maximum results. Management should revise their pay and benefit structure to suit temporary employees, restructure the organisations culture to motivate them and invest in their wellbeing through training and development. Hence, they should be treated fairly like their permanent counterparts in order for them to give out their maximum output.

KEY WORDS

Employee Participation

Employee performance

Motivation

Organisational Culture

Temporary Employees

Training and Development

ACKNOWLEDGMENTS

The fruitful completion of this work would not have been accomplished without the guidelines and support of some people. I would like to first express my sincere gratitude to Dr. Mrs Rebecca Dei Mensah, my supervisor for her continuous support to the success of this study. Also I acknowledge Mr. Dominic Owusu, a lecturer at the Department of Marketing and Supply Chain Management, UCC for his immense contributions to the success of this work.

I also acknowledge the following individuals for their invaluable support and encouragement towards a successful completion of this work. Mr. Clifford Addo, HR Coordinator at The Capital Group, Mr. James Laar, Laine Services, Mr. Lord Sampson, UCC, Mr. Samuel Sarkodie, Valley View Hospital and Mr. Mawuse Kwame Adjaklo, Employee Representative, Laine Services.

Finally, I wish to express my gratitude to my family and friends for their encouragement and support.

DEDICATION

To my family

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LIST OF ACRONYMS

CIPD	Chartered Institute of Personnel and Development
COCIS	College of Computing and Information Sciences
KPI	Key Performance Indicators
MoFA	Ministry of Food and Agriculture
OCG	Olsen Consulting Group
OECD	Organisation for Economic Cooperation and Development
TCG	The Capital Group
TWA	Theory of Work Adjustment

CHAPTER ONE

INTRODUCTION

This chapter explores the background to the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, delimitations, limitations and organisation of the study.

Background to the Study

Globalisation has contributed to the rapid growth in industries, increased outsourcing, and the need for flexibility and agility to remain competitive (Kuruville & Ranganathan, 2010). Due to this rapid growth, organisations have had to generate ways to remain competitive in the global world or face closure (Bloodworth, 2016). Globalisation have brought many challenges to organisations in a form of intensified competition, transfer of investments, job losses, unemployment and rapid structural changes (Philips & Eamets, 2009). For organisations to overcome these challenges and remain competitive, they have to find means of cutting down costs (Wandera, 2011), have a flexible workforce (Stroup & Yoon, 2016) and outsource non-core activities (Kessler, Coyle-Shapiro & Purcell, 2007). According to Okafor and Rasak (2015) these challenges have brought about a global upsurge in the number of organisations that employ temporary employees.

Temporary employment first began with the supply of ancillary staff and domestic servants, especially to wealthy persons during the 19th century (McCrum & Sturgis, 2000). As the years went by, the practice changed from

supplying ancillary staff and domestic servants to employing employees who could be hired and fired on short notice and exempted from paperwork and regulatory requirements (Hatton, 2013). This change led to the gradual and substantial increase in the use of temporary employees by organisations. Temporary employment grew throughout the period of economic expansion despite the temporary employee's desire for permanent work (Cohany, 2006). In fact, the demand for temporary employees was primarily attributed to demand by employers and not the employees.

It gained new importance during the economic crisis and expansion, given that if prospects were uncertain, temporary employment would offer firms the possibility to quickly respond to demand fluctuations (Eichhorst, Gerard, Braga, Huemer, Broughton, Kendzia, de Coen, Culot, Vandeweghe, Dorssemont, Slezak & Famira-Mühlberger, 2013). According to Anwar, Aslam and Tariq (2011), one other reason for the rise of temporary employment after the economic expansion, was an attempt by the staffing industry to negate the value of the employee and turn focus onto completing the work.

Temporary employment also includes wage and salary employees whose job has a pre-determined termination date (Organisation for Economic Cooperation and Development [OECD], 2018). According to Soto (2014), temporary employment is a relatively small group of employees employed in temporary positions either through an agency or directly with the employer. Temporary employment is therefore seen as an engagement situation where work arrangements are made for a certain period of time based on the needs or requirements of the employing organisation.

According to Allen (2010), client firms make arrangements by requesting the type of job to be done and the skills attached to it. Temporary employment contracts are sometimes used by employers to accommodate product market shocks in a situation where the organisation cannot easily dismiss the regular workforce (De Graaf-Zijl & Berkhout, 2007). The defining characteristic of temporary employment is the triangular employment relationship in which the temporary agency is the legal employer, while the client company supervises the employee (Kalleberg, 2000; Eichhorst, et al., 2013).

Biggs (2006) also attested to the fact that temporary employees are a fundamental part of modern work, and there is a triangular employment relationship between them, the employment agency and the third-party employer. Coyle-Shapiro and Morrow (2006) posited that temporary employees have dual commitment. This is because they formally work for an agency, but serve in a given client organisation and can therefore recognise and differentiate between two levels of commitment: to the agency and to the organisation.

The temporary employee's commitment to the hiring organisation is of great importance to both the organisation and the employee. According to Soto (2014), leveraging temporary employees reduces labour cost such as health benefits, compensation and taxes that accrue to the hiring organisation. The organisation can determine the competency and value of the temporary employee without the inflexibility of hiring a new person (Allen, 2010). Houseman (2003) posited that the role of the temporary employee in the workspace can also have effects of coercing regular employees into taking

more work for less pay. Moreover, organisations having a flexible workforce means that an organisation can easily scale their labour capability to the level they require (Olsen Consulting Group [OCG], 2016).

OCG (2016) explained that employees working on a temporary basis have full control of their career, and allows them to do a wide variety of work. According to Wandera (2011), the inspiration of the individual to enter into temporary employment is the hope of gaining permanent role. Temporary employment gives the individual an opportunity to gain job experience, new skills and ability to test and use specific skills in various organisational contexts (Gagliarducci, 2005). Despite these advantages, it can be noted that contract of the temporary employee affects specific aspects of their job satisfaction, such as satisfaction with payment, perceived occupational safety, job content, and career prospects (Booth, Francesconi & Frank, 2008). This has an impact on how the temporary employee performs at the work place. According to Thao and Hwang (2015), job satisfaction and motivation are factors that affect employee's performance. The study therefore adopts the TWA and expectancy theory which explains how the employees adjust to their work environment based on certain expectations or factors which they perceive to influence their performance. Factors such as the organisation's culture, training and developmental programs and motivation. These factors have an impact on their performance.

Employee performance is a major source of achieving the organisation's goals. Performance is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis

& Jackson 2009). Every organisation has been established with certain objectives to achieve. According to Ashish (2017), these objectives can be achieved by utilizing resources like men, machines, materials and money. Ashish explained that all these resources are important but out of these men or employees are the most important since it has influence on the success of the organisation. However, lack of job security associated with temporary employment is known to associate with overall unfavourable outcomes including poor performance (Ongera & Juma, 2015).

Temporary employees often feel the desire to go the extra mile for an employer knowing that they are working on a temporary basis and have some expectations. This is because they want the opportunity to be hired again or given a permanent role in the future and therefore are inspired to perform better in their job role (Hveem, 2013). Once this perception is breached, it affects the employees output. According to Anwar, Aslam & Tariq (2011), employees wish for perks systems that they distinguish as being fair and equal with their skills and expectations. The perk system includes both monetary and non-monetary rewards received for the performance of their work (Anwar, et al., 2011).

Perks and incentive are known to be the driving force for employees' performance, but these facilities are not provided to temporary employees and this can affect their performance (Anwar, Aslam & Tariq, 2011). The contributions of an employee to his or her organisation is a paramount factor for development and excellence in the organisation. According to Güngör (2011), the contributions of the employees include cooperativeness, presence at work, timeliness of output, quality of output and quantity of output. These

contributions lead to the success of the organisation rendering the organisation highly competitive.

The Capital Group (TCG), which was established in 1996, is one of the leading licensed agencies in the staffing industry, which has been providing both permanent and temporary employees to client companies in Ghana. TCG has over 800 temporary employees assigned to various client organisations across the country. The agency has been an effective stepping-stone for many new entrants into the labour market. TCG plays the role of an intermediary in recruiting and management of both skilled and unskilled employees, offering client companies an attractive alternative to traditional recruitment channels.

TCG have a scheme that furnishes their clients with all categories of employees who work on contract basis and it subjected to renewal every six month. This scheme allows TCG to relieve clients of the administrative burden of managing staff and its legal implications. TCG is subjected to handling employees' related functions such as recruitment, contracting and payment of salaries. This allows client organisations to have certain benefits such as staffing flexibility, better risk management, increasing in-house efficiency, focus on core business strategies, reduced operational costs and focus on broader policy issues.

Statement of the Problem

Most studies have shed light on temporary employments and its impact on the employees performance (Anwar, Aslam & Tariq, 2011; Bernhard-Ottel, De Cuyper, Bernston & Isaksson, 2008; Bergström & Storrie, 2003). Temporary employment is known to affect employees through loss of fixed-

term employment opportunities bringing about less pay than their permanent counterparts (Charara, 2004), and do not have access to health, life and retirement benefits (Crolius, 2006). According to Kirkpatrick and Hogue (2006), temporary employees receive inferior terms and conditions and have less access to developmental opportunities.

According to Ongera and Juma (2015), studies attempting to shed some light on the influence of temporary employment on employee performance are more generalistic and have failed to give detailed insights and analysis of the issues under the current study. According to Ghana Statistical Service (2015), before 1975, the use of temporary employees in Ghana was at it minimal. 7.5% of individual were employed as temporary staffs as compared to 92.5% of permanent staffs employed. But between 1975 and 2014, the percentage of temporary staff employed kept rising as the percentage of permanent staff employed receded (See appendix for table 1). This showed that organisations in Ghana continuously engaged more temporary staffs than permanent staffs over the years and there is little or no evidence to back how the rise in temporary employment affect the performance of the individual in the organisation. Therefore highlighting the importance to conduct a study into the practices of temporary employment in Ghana, especially in The Capital Group.

The Capital Group is known to be one of the oldest and leading staffing agencies in Ghana that employ the services of temporary staffing to client organisations across the country. 90% of their staff strength are outsourced to client organisations across the country, which gives them less access to their temporary employees. Since TCG does not have direct control

over the performance of their temporary employees in their client organisations, certain measures such as TCG's culture, training and developmental packages and motivation put in place may have certain level of negative impact on their performance. There has also been no similar studies carried out in TCG, thereby motivating this study.

Moreover, most of the studies conducted into this field are from developed countries whose strategic approach, economic factors and financial stability is different from that of Ghana. Based on this, the study findings cannot be used to generalise for temporary employees in developing countries especially Ghana. A temporary employment practise, which has been adopted by many organisations in Ghana, has also not been well documented. This study therefore, seeks to bridge the gap by finding out the performance of the temporary employee at The Capital Group, Ghana.

Purpose of the Study

The main objective of this study is to assess performance of temporary employees of The Capital Group, Ghana.

Research Objectives

To achieve the main objectives of the study, the following specific objectives were formulated:

1. To identify the factors contributing to performance of temporary employees of The Capital Group
2. To examine the reasons why employees of The Capital Group accept temporary employment

3. To determine the relationship that exist among the factors contributing to temporary employee performance of capital group

Research Questions

To achieve the stated objectives, the following research questions were also formulated to guide the study:

1. What are the factors contributing to performance of temporary employees of The Capital Group?
2. Why are employees accepting to be employed as temporaries at The Capital Group?
3. How does the relationship existing between the factors contribute to temporary employee's performance of The Capital Group?

Significance of the Study

The findings of this study will be of benefit to the country considering that most research conducted into this field is from developed countries. This study may influence policy makers when reviewing policies revolving around temporary employees in Ghana. The study is imperative because it will benefit other organisations in the country who will adopt or has already adopted the temporary employment practices. As a developing country, the findings of this study may help to alleviate high turnover rates among temporary employees, and ensure fair treatment which will lead to higher or improved performance.

This study will tend to shed more light on temporary employment, its implications and the way forward for organisations since few studies have been conducted into this area. It will further inform management of TCG on

strategic decisions relating to outsourcing of labour, ensuring that if the aim of TCG is to expand on the practices of temporary employment, it will be able to analyse all options critically. It is hoped that the study findings will help to generate interest in further research studies on temporary employment practices in Ghana. The study will be a form of reference to future researchers studying in the related field especially in developing countries. It will further help researchers who want to draw comparison of temporary employment practices between developing and developed countries, therefore adding to literature.

Delimitations

There have been many challenges in managing human resource in every organisation. According to Njau (2012), these challenges emanate both from the internal or external environment. These challenges may include access to training and developmental programs, talent acquisition, organisational cultural, compensation, ill-defined accountabilities (Njau, 2012) and occupational hazards (Kamuri, 2010). Most temporary employee's faces these challenges stated above as compared to permanent employees and in light of this; the study will focus mainly on temporary employees of The Capital Group, Ghana to be specific.

In evidence, as stated by Connell and Burgess (2006), organisations use temporary employees as competitive strategy and avoid unfair dismissal claims. Due to this, most organisations employ temping staffs from staffing agencies to meet their strategic objectives and goals.

Limitations

This study is limited to only temporary employees of The Capital Group within Accra and Tema metropolis. Participant bias (employees located only within the stated metropolis excluding those from other metropolis) could affect the internal validity and reliability of the study. Also, there numerous third-party service providers in Ghana who provide temporary employment services but the study is only limited to one service provider. To reduce the negative impact of the constraint of time and financial resources on the quality of the research, this study adopted a structured questionnaire as a primary data collection instrument as indicated.

As opposed to other data collection instrument such as open-ended questionnaire and interviews, the study adopted close-ended questionnaires which make it easier for respondents to answer them. With regards to how these temporary employees perform when employed to various organisations, there are numerous factors that contribute to their low or high productivity. However, this study was limited to these factors: organisational culture, remuneration, creativity, training and development, job satisfaction and motivation. Despite temporary employees of TCG being located within all the regions of Ghana, time constraint did not enable the researcher to reach all the participants and therefore found it advisable to restrain the study to Accra and Tema metropolis.

Organisation of the Study

This study is divided into five chapters. Chapter one highlights the background to the study, statement of the problem, objective of the study,

research question, significance of the study, scope and delimitation as well as organisation of the study. Chapter two explores the existing literature on temporary employment and discusses in detail the theoretical, empirical and conceptual framework of the study. Chapter three outlines the research methods used in the study. It also describes the research design and the sampling design that was used to arrive at the representative sample size from the target population. It further analyses the sampling procedures and data collection instruments.

Chapter four presents and interpret the results and findings of the study after careful analysis of the collected data. The presentation of the findings is systematically ordered based on the research questions and make use of tables and figures. The final chapter, which is chapter five, summarises the findings outlined in chapter four, and further draws conclusions from the discussions and offer recommendations.

Chapter Summary

This chapter looked at the background to the study, highlighting how temporary employment began. The statement of the problem including the research gap was identified. Despite the many factors which has an effect on temporary employees performance, the study was limited to organisational culture, motivation, training and development. Research objectives and questions were listed. Significance of the study, delimitation, limitations and organisation of the study was also highlighted.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter collates pertinent theories, concepts and empirical works upon which the study was anchored. This chapter is divided into three categories. The first category expatiates the theories that underpin the study. The theories used in this study are theory of work adjustment and expectancy theory; which helped to explain the underlying relationship between performance and temporary employment. The second category delves into explaining the concepts of the study. The last category review empirical works done by previous researchers that has a bearing on the current study.

Theoretical Framework

Theory of work adjustment (TWA) was originally developed by Dawis, Weiss and Lofquist in 1968. TWA describes the relationship of the individual to his or her work environment with the goal of predicting job performance. The interaction refers to person and environment acting on as well as reacting to each other (Winter, 2009). Winter explained that person and environment interact because, to begin with, each has requirements that the other can fill, and each has capabilities to fill the other's requirements. So long as each is satisfied with the outcomes, the interaction will be maintained. But when one or both are dissatisfied with the outcomes, adjustment will be attempted.

According to Martínez, De Cuyper and De Witte (2010), TWA highlights the congruence between the requirements of the organisation and

the requirements of the temporary employee. According to Winter (2009), the more closely the temporary employee abilities such as skills, knowledge, experience, attitude and behaviours correspond with the requirements of the role or the organisation, the more likely the job is performed well and be perceived as satisfactory by the employer. The requirements are based on three factors. Firstly, the importance of considering the temporary employee's needs and expectations, which are supposed to be fulfilled through the organisation, secondly, the temporary employee has skills that are useful to succeed in this fulfilment and thirdly, most interactions between the temporary employee and the organisation are oriented towards these requirements (Wandera, 2011).

When there is a level of inconsistency between the needs of the temporary employee and the reinforcement contributed by the organisation, the behaviour of the temporary employee changes in order to reduce the dissonance (Wandera, 2011). Aziz (2008) stated that the level of dissonance leads to temporary employee's dissatisfaction and hence affect their performance. Winter (2009) posits that the closely the reinforcers of the role or organisation correspond to the values that the temporary employee seeks to satisfy through their work, the more likely it is that the temporary employee will perceive the job as satisfying. The degree of satisfaction and satisfactoriness are seen as predictors of performance because a satisfied employee performs higher in their jobs.

Degges-White and Shoffner (2007) added that employee's satisfaction relies on reinforcers or environmental variables such as organisational policies, compensation, security and recognition that meets a worker's psychological needs. The temporary employee's satisfactoriness depends on

the organisation's perception that the employee demonstrates successful work behaviour, fit in with the organisational culture and meets the demands of the job (Dahling & Librizzi, 2015). Eggerth (2008) claimed that the steadiest employment situations occur when both employee and employer are mutually satisfied. When this mutual satisfaction occurs, job satisfaction and higher performance are the likely outcome variables for the employee (Degges-White & Shoffner, 2007).

In TWA framework, person (employee) and environment (organisation) are described in parallel and complementary terms (Dawis & Lofquist, 1984). Dawes et al. stated that employees' requirements are called needs, and the organisations' requirements are called tasks. According to the framework, needs are requirements for specific reinforcers, such as compensation and opportunity to achieve. Tasks are response requirements to produce a product or perform an action. Needs differ in degree of importance, whereas tasks differ in degree of difficulty. Employees have response capabilities, called skills, to meet the organisations' tasks, and the organisation has reinforcement capabilities to meet the employees' needs. Furthermore, TWA posits latent dimensions as underlying needs, called values, and latent dimensions as underlying skills, called abilities (Dahling & Librizzi, 2014).

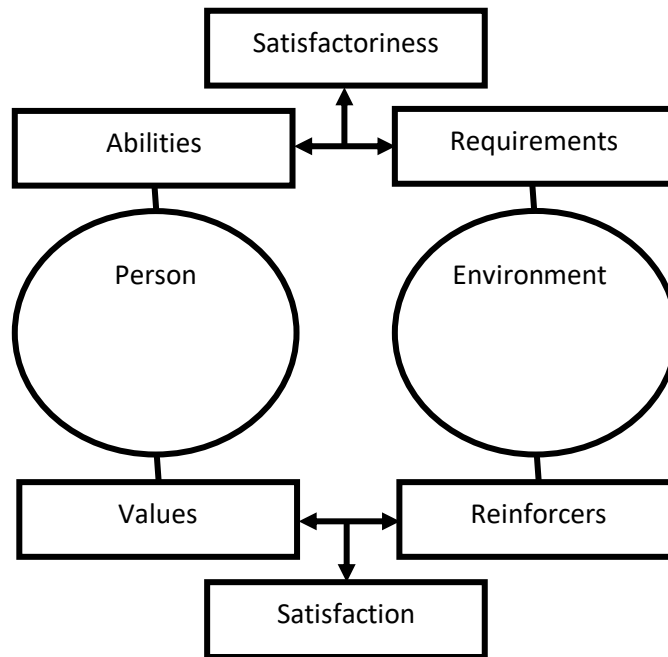


Figure1: Theory of work adjustment framework

Source: Winter (2009)

Furthermore, the theory describes the temporary employee as having needs and skills, or values and abilities, whereas the organisation is described as having reinforcers and tasks. According to figure 1, satisfaction is the affective evaluation of a situation. In TWA, according to Winter (2009), an employee is satisfied when their needs are reinforced by their organisation. The organisation, in turn, is satisfied when tasks are accomplished by employees. According to the framework, the more closely a person's abilities (skills, knowledge, experience, attitude, behaviours, etc.) correspond with the requirements of the role or the organisation, the more likely it is that they will perform the job well and be perceived as satisfactory by the employer (Dahling & Librizzi, 2014).

Similarly, the more closely the reinforcers (rewards) of the role or organisation correspond to the values that a person seeks to satisfy through their work, the more likely it is that the person will perceive the job as

satisfying. In summary, the degrees of satisfaction and satisfactoriness are seen as predictors of the likelihood that the employee will stay in a job, be successful at it and receive advancement. Temporary employees, when employed, bring on board certain skill set, experiences and knowledge to the organisation and expect to be compensated to meet the set skills.

However, if the culture, values and compensation system of the organisation does not reward their effort, they are forced to adjust their work behaviour accordingly, affecting their productivity and hence the overall performance of the organisation. Due to the temporary nature of their job and their triangular relationship they have with the agency and the organisation, they do not enjoy full benefit accorded to permanent employees. According to Bryson, (2004), temporary employees work as much as permanent employees but are paid lower than their permanent counterpart. This tends to influence their behaviours at work leading to lower input.

Expectancy Theory

The expectancy theory of motivation, originally developed by Vroom (1964), is a theory explaining the process individuals use to make decisions on various behavioural alternatives. The motivational force for a behaviour, action, or task is a function of three distinct perceptions: expectancy, instrumentality, and valence (Abadi, Jalilvand, Sharif, Salimi & Khanzadeh, 2011). Employees are seen to make their behavioural choices on the basis of anticipated reward or outcome preferences (valences) and their forward-looking estimations (expectancies) of the possibility of attaining these outcomes (Abadi, et al., 2011). Eventually, the decision to engage in a given

behaviour is made only when they perceive this behaviour will indeed provide the rewards and outcomes they need and, subsequently, value (Porter & Lawler, 1968; Nadler & Lawler, 1977).

Expectancy is the perceived probability that effort will lead to good performance. Flexible working arrangements are important since it helps in determining employee performance. According to Kipkoech (2017), this theory actually brings on board three concepts; valence concept asserts that employee performance may be reinforced through rewards, innovations and low employee turnover; expectancy concepts emphasises that employees will be motivated through job satisfaction, and customer satisfaction which increases employee productivity and thus better employee performance; the last principle is the instrumentality concept where employees are rewarded by being innovative, productive and better employee turnover which yield job satisfaction to the employees and hence better performance.

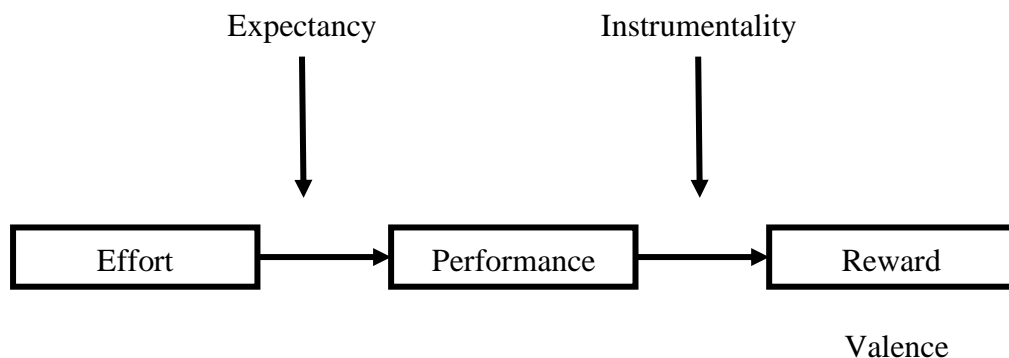


Figure 2: Expectancy theory framework

Source: Lunenburg (2011)

Nyberg (2010) supported added that when the temporary employee is subjected to flexible working conditions the employee turnover will be controlled, productivity of the individual will be enhanced, will become

innovative, satisfied at the job and hence increase employee performance. As stated by this theory, the temporary employee performance is reinforced with motivation such as rewards and recognition, which brings about job satisfaction. As stated by Bruno, Caroleo, and Dessy (2014), job satisfaction leads to higher input. This theory postulate that temporary employees are more often motivated when they project a positive outcome from their job, which leads to higher performance. Outcomes such as salary and benefits, culture, occupational safety, etc, are seen as motivational factors that make the temporary employee exceed on their job. The decision by the temporary employee to engage in a given behaviour is made only when they perceive the reward to be of the same value.

Concept of Temporary Employees

Temporary employees over the years have been referred to under different titles such as ‘contingent’, ‘outsource’, ‘irregular’, ‘non-standard’, or ‘atypical’ employees (Wills & Bourhis, 2001). According to Connelly and Gallagher (2004), organisations are composed of two main groups of employees: the core and the peripheral group. The core employees, known as the permanent employees, under the standard employment relationship (SER), have certain characteristics: continuity of employment, which gives the core employee a level of security regarding their working situation; the employee works in the employer’s workplace and receives supervision directly from the organisation (Rigotti, De Witte, Isaksson, De Cuyper De Jong & Schalk, 2008). The peripheral group are the temporary employees, which includes

agency employees, short-term and independent contractors (Connelly & Gallagher, 2004).

According to Hollar (2013), the peripheral group are part-time, temporary, contract and/or outsourced employees who are generally paid a fixed wage or salary, are not covered by fringe benefits, and have little or no training, development or promotional opportunities. The peripheral group are not allowed to participate in decision-making through work teams or organisational decentralization, has little performance-based pay or employment security, and receives little business-specific information (Wandera, 2011). Moreover, most organisations have temporary employees as a way to deal with periods of decreased productivity or high demand.

Authors have established that temporary employment departs from the SER on three dimensions (Kalleberg, 2000; Gallagher & McLean, 2001; Wiens-Tuers & Hill, 2002; Cranford, Vosko & Zukewich, 2003; Olsen & Kalleberg, 2004; Sverke & Gallagher, 2005). The first dimension is the permanency and continuity of employment where it is of limited duration and includes a fixed termination date. The second dimension is where the temporary employee works at the hiring organisation, under the supervision of the hiring organisation. The third dimension, unlike the other dimensions, is associated with statutory benefits and entitlements such as minimum wage, insurance, protection against unfair dismissal and paid leave which is of detriment to the temporary employee. The demand for flexible working arrangements has become one of the biggest observable trends within the employment sector.

Temporary employment first began in US after the World War II where housewives were employed as part-time office employees (Rogers, 2000). Towards the end of the century the kind of jobs performed by employees changed in two important ways. First, there was an overall shift from using temps primarily for clerical or administrative jobs to using temps for blue-collar or production jobs (Ripley & Freyer, 2015). Second, the use of temporaries by organisations was growing. According to an industry group survey, 37% of temps worked in industrial jobs, 28% worked in administrative jobs. The remaining 35% was split between managerial, technical, scientific and healthcare (Ripley & Freyer, 2015). These changes have demonstrated the increasing use of agencies to outsource core production jobs and unskilled manual labour by many industries.

The advantages of recruiting these temporary employees by organisations are elimination of fringe benefits, statutory obligations and ease in hiring and firing (Hatton, 2013). It is usually associated with administrative work and lower skilled jobs. This type of employment practices has experienced enormous growth in recent years (Ashford, George & Blatt, 2007) with numerous benefits ranging from increased flexibility to reduced employment-related costs (Tyler, 2004). There has been a great paradigm shift in the way organisations utilize the temporary employee. In this paradigm, the idea of the temporary employee as a stopgap solution to permanent labour became an employment substitute to permanent employment (Villarreal & Swanson, 2011). Most organisations hire temporary employees through agencies to handle the recruitment processes, compensations, work schedules and supervision.

Allan (2002) posits that the benefit of using temporary employees by organisations is the ease in the dismissal of the temporary employee. Many organisations have inclined to present more flexible conditions, concentrating on prospective tribulations such as lower demand of the market and the possibility of lay-offs (Organisation for Economic Cooperation and Development [OECD], 2002). One critical aspect of strategic human resource management with regard to competitive global market is the reduction in employee costs within an organisation (Allan, 2002). According to literature, research conducted in United Kingdom, some European countries and the United States, reasons for the use of temporary employees varies. In the United Kingdom, the reduction in wage costs has been cited as a primary reason for using short term employees (Atkinson, Rick, Morris & Williams, 2002).

In other European countries, cost failed to justify the use of temporary employees (Voudouris, 2004). Pearson and Kandel (2004) suggested that temporary employees may actually be more expensive to an organisation due to increased marginal costs. In the United States of America, lack of costs linked with laying-off temporary employees were an attractive option for organisations (Gunderson, 2011). In the United Kingdom, the strategic use of temporary employees is to regulate the workforce to meet demand (Allan, 2002). Temporary employment gave organisations the upper hand in terms of numerical flexibility employing employees to deal with increased demand without making the permanent employee over stressed.

Despite the advantages temporary employment brings upon organisations, there are other studies that show evidence of the disadvantages

it brings. Starke and Breugh (2000) suggested that extensive use of temporary employment will experience higher levels of unscheduled turnover due to job dissatisfaction. Conventionally, organisations invest little time and effort into integrating temporary employees into the organisation due to their fixed term. The failure to successfully assimilate temporary employees into the organisation may act to strengthen the problem of unscheduled turnover (Breugh, 2008).

Factors Contributing to the Performance of Temporary Employees

Augmented employee performance represents an important objective for organisations in order to maintain their business success (Rusu, Avasilcăi, & Huțu, 2016). As a result, the organisational effort is geared towards improving the employee performance, taking into account the organisational context in which the performance is produced (Den Hartog, Boselie, & Paauwe, 2004). According to Thao and Hwang (2015) employees' performance is influenced by numerous factors at the work place. This includes compensation, organisational culture, training and development, motivation, and employee participation.

Motivation

Motivation is a key factor of job performance and a poorly motivated workforce will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time (Thao & Hwang, 2015). According to Muda, Rafiki and Harahap (2014), a motivated employee relates to all manner of self-satisfaction, self-fulfilment and commitment that

are expected to produce better quality of work and oblige to the organisations' policies which will extensively materialise efficiencies and competitive advantage. Green (2000) added that motivation should be essential in the sense that, high performing employees should be motivated, otherwise their performance will decline. Carlsen (2003) posited that a motivated workforce is essential because the complete participation of employees will drive higher performance.

Motivation escalates the job involvement by making the work more meaningful and interesting as well as keeping the employees more productive and improving their job performance (Ekerman, 2006). Employee motivation serves as an essential component of business operations whereby high motivation coincides with job satisfaction and a lifelong commitment to organisation which enhances performance (Linz, Good & Huddleston, 2006). According to Thao and Hwang (2015), there are six most important elements of motivation: rewards, pay, profit sharing, promotion, recognition, job enrichment. Moreover, these elements are known to be the driving force to higher employee performance.

Organisational Culture

Organisational Culture is the common values and behaviours of the people that is considered as a tool lead to the success of the organisational goals (Thao & Hwang, 2015). This includes values, beliefs, and behaviours of the employee's difference from the other organisation. According to Stewart (2010), norms and values of organisational culture highly effect on those who are directly or indirectly involved with the organisation. These norms are

invisible but have a great impact on the performance of employees (Thao & Hwang, 2015). According to Oparanma (2010), the culture of the organisation should be developed to provide constant improvement in employees' performance so that employees identify themselves with the values and norms of the organisation.

Motivation escalates the job involvement by making the work more meaningful and interesting as well as keeping the employees more productive and improving their job performance (Ekerman, 2006). Motivation escalates the job involvement by making the work more meaningful and interesting as well as keeping the employees more productive and improving their job performance (Ekerman, 2006). Studies have indicated a relationship between organisational culture and employee performance. A study by Hellriegel and Slocum (2009) posits that organisational culture can improve employees' performance if what sustains it can be understood. Agwu (2014) asserts that organisational culture is connected to organisational practices which in turn influence employees' performance.

Agwu further argues that organisational culture is theoretically related to performance and has a positive influence on it. Uddin, Luva and Hossian (2013), also argued that the performance of an organisation is dependent on the degree to which the values of the culture are widely shared. Organisational culture functions as the internal integration and coordination between an organisation and its employees whereby, if it fails to fulfil these functions to a satisfactory level, employees may be influenced negatively but if there is a positive culture, this supports adaptation and enhances employees' performance (Osibanjo & Adeniji, 2013).

Training and Development

Employee training and development plays a vital role in improving their performance. Training involves an expert working with employees to transfer to them certain areas of knowledge or skills to improve in their current jobs (McNamara, 2008). Development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring an employee up to another threshold of performance, often to perform some job or new role in the future (McNamara, 2008). Noe, Hollenbeck, Gerhart and Wright (2000) views training and development as a planned effort by an organisation to facilitate employees learning of the job-related competencies. These competencies include knowledge, skill, or behaviours that are critical for successful job performance.

There are two different methods that organisations may choose from for training and developing skills of its employees. These are on-the-job training given to organisational employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training (Yawson, 2009). According to Wright & Geroy (2001a), employee competencies and capabilities change through effective training programs. Training and development have been proved to generate performance improvement related benefits for the employee as well as for the organisation by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (Harrison 2000; Appiah 2010).

Employee Participation

Employee participation include a variety of processes devised to enlist the comprehension and maximum contribution of employees in an organisation and their commitment to its objectives which results in increase of employee performance (Chartered Institute of Personnel and Development [CIPD], 2009). Further, Ambani (2016) also contends that employee participation is a process which includes involvement, communication, decision making which leads to industrial democracy and increased employee performance. Thus, employee participation harnesses the power of the employee and focuses it towards the achievement of strategic goals and objectives of the organisation.

According to Gifford, Neathey and Loukas (2005) posited that employee participation enhances efficiency and performance, leading to business success, which will lead to greater job security. Gifford et al further explained that it provided an opportunity for employees to become more influential both in their immediate work organisation and in broader organisational employment policies. Employee participation benefits employees in many ways. They have more influence over their work, higher job satisfaction, increased opportunity for skills development, knowledge of and influence over the general employment situation (Isichei & Godwin, 2015).

Relationship among the Factors Contributing to Performance of Temporary Employees

According to a study by Aboazoum, Nimran & Musadieq (2015), there was a positive relationship between organisational culture and employee performance. Aboazoum et al. (2015) further explained that an increase in the organisational culture activities of an organisation tend to have a positive impact on the employees performance. The findings was in agreement with Sokro (2012) who conducted a study in this regard and found that organisational culture is one of the factors that influences the performance of employees. A strong culture in the organisation enhances the performance of the employees that leads to the goal achievement and increase the general performance of the organisation (Thao & Hwang, 2015).

As posited by Stewart (2001), the norms and vales of an organisation's culture has a massive impact on temporary employees. He further explained that though these norms are inviable, they affect the performance of temporary employees and the organisation's profitability. Organisational culture should be provoked to guarantee employees motivation in order to achieve organisational goals (Suppiah & Sandhu, 2011). Motivated employees have a sense of responsibility towards the success of the organisation.

A study by Sokro (2012) drew a correlation between the assertion that employees' motivation affects the overall efficiency of organisation and motivation determines the potential employee performance. The study revealed that organisational efficiency increases with the increase in motivational level of employees. The study also revealed that the organisation performs well because employees live by their corporate culture. This finding

is backed by Hutchinson (2013), positing that a motivated employee results in an efficient workforce and it increases the overall efficiency of the organisation. Owens (2004) posits that a strong culture brings out the positive energy of employees to perform with allegiance and at a profound level while having an emotional bond of attachment with the organisation.

There has been much literature establishing the link between culture and employee performance (Ogbonna & Harrison, 2000). Besides Suppiah and Sandhu (2011) posits that organisational culture impacts knowledge sharing behaviour and such behaviour may be positive or negative depending on the culture type. A study by Kalavathi and Anand (2017) attempted to find out the relationship between organisational culture and employee motivation concluded that there was a positive relationship between employee's organisation culture and motivation. All the above study proved that the culture of any organisation positively or negatively affects the motivation of the employee based on the culture system put in place by the organisation. Therefore, a positive culture affects the performance of the employee positively.

Also, Chaubey (2012) posited that the different organisational culture factor like organisation openness in managing diversity, policy of promoting innovation and change management, policy of evaluation of strategic plan should be analysed carefully and promoted in the organisation to enhance the employees' productivity and in turn improving organisational performance. Training, according to Sandhu (2012), is an activity aimed at impacting information or instructions to improve employee's performance or to help them attain required level of skills. Sandhu further explained that training has

always been a motivational factor that has enhance the knowledge of the employee towards the job. An employee going through the training process becomes proficient in their work and they become able to give better results.

A study by Güllü (2016) showed that training and development has a positive effect on motivation. The study presented that for an organisation to enhance their employee motivation, they must focus on training and development to achieve higher performance levels. A study conducted by Degraft-Otoo (2012) also attested to the fact that training and development have a great impact on employee performance. A good training and development structure has a positive correlation with employee performance. Wadhwa (2013) found that organisational culture practices such as management support, commitment, lack of guidance and follow ups from top management, and leadership problems were some of the factors that can affect training effectiveness. Organisational culture, by creating a supporting context for training, plays a vital role in the process of knowledge and skill acquisition and their on the job application (Bunch, 2009).

Reasons for Accepting Temporary Employment

According to De Cuyper and De Witte (2009a), individuals have voluntary and involuntary reasons for entering into temporary employment. An individual may be compelled to accept temporary job base on financial reasons and lack of other options (Spermann, 2011). Moreover, the individual may have the conception of using temporary employment as a stepping stone into regular employment (Tijdens, Van Klaveren, Houwing, Van der Meer, & Van Essen, 2006). A study by Atkinson et al (2002) showed that 44% of

temporary employees sampled took the temporary job because they could not find a permanent job. The study also showed that individuals who took the temporary job involuntarily increased within the study period.

This shows that individuals are more into the temporary work for involuntary reasons. A study by PagePersonnel (2014) showed that there are numerous reasons why individuals accept temporary job. They are: i) availability of short-term employment positions even during times of economic difficulty; ii) opportunity for individuals to develop their professional network; and iii) and possibility of finding stable employment. Göbel and Verhofstadt (2008) stated that taking a temporary job is likely to enlarge the network of especially graduates and thus offer more opportunities to get a permanent job. Furthermore, by working in a temporary job, they can signal to employers their willingness and ability to work. Göbel further explained that it is not possible to infer the productivity of unemployed graduates from their past labour market trajectory, this argument can be expected to have more explanatory power in the case of graduates than in the case of experienced workers.

Moreover, temporary employees may have strong attachment to the job due to contractual reasons (Spermann, 2011). Polivka (2006) added that it creates a pathway for individuals into the labour market that they otherwise would not have, as well as flexibility that helps them to balance work with other, non-labour market obligations. Polivka explained that temporary job offers individuals more stable employment and greater chances for upward job mobility than they would be able to obtain on their own.

Performance of Temporary Employees

Performance refers to the degree of achievement of the mission at the workplace that builds up an employee job (Shahzad, Luqman & Khan, 2012). Job performance also refers to all employees' behaviours that add to organisational goal accomplishment (Philippaers, De Cuyper, Forrier, Elst & De Witte, 2014). According to Aguinis (2009), performance is about behaviour or what the employees does, and not what employees produce or the outcomes of their work. Each employee's performance is usually assessed on an annual or quarterly basis in order to identify their weaknesses, strengths and suggest areas for improvement (Dessler, 2008).

According to Armstrong (2009), employee performance is a function of both ability and motivation. It can be enhanced through financial and nonfinancial rewards, training and development and multiple incentives. Human resource practices such as employment security, selective hiring, training, compensations, reduction of status barriers, information sharing, skill enhancement and career development can enhance employee performance. An employee's performance is considered as a multidimensional concept such as efficiency, effectiveness, quality, productivity, quality of work life, innovation and profitability (Thao & Hwang, 2015). According to Jaaskelainen (2010), efficiency entails utilization of inputs and doing things right.

Regarding measurement, performance may be defined as ability of the object measured to achieve objectives defined (Lonngvist, 2004). Key performance indicators (KPI), performance reviews and appraisals help employees to know their performance in an organisation and if possible, identify training needs. Objectives give the employee focus and appraisals

make them feel their good work is recognised. The indicators of performance include quantity, quality, productivity, timeline, cost effectiveness, Innovation, creativity, adherence to policy, etc. (Armstrong, 2009).

In most research, employee performance is usually observed in term of outcomes (Armstrong, 2006). According to Nassazi (2013), aside the outcomes, employee performance can also be looked at in terms of behaviour. Employee performance is measured against performance standards set by the organisation they work for. It all about how the employee accomplishes set targets. Ahuja (1992) posited that there are various measures for measuring performance, such as efficiency, effectiveness, key performance indicators (KPI), productivity, quality and profitability measures. Efficiency is the ability to produce the desired outcomes by using minimal resources (Nassazi, 2013). In other words, efficiency is maximizing the utilisation of the available resources of the organisation to attain the set objectives.

Effectiveness, according to Nassazi, is the ability of employees to meet the desired objectives or target. Effectiveness is therefore the extent to which stated objectives are met. KPI provides evidence of the degree to which an objective is being attained over a specified time (Intrafocus, 2014). Productivity refers to the amount of goods and services produced with the resources used (Childs, 2009). According to Nassazi (2013), it is the ratio of output to that of input. Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Armstrong & Kotler 2002). Profitability is the ability to earn profits consistently over a period of time (Nassazi, 2013). It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Sangster, 2008).

A research by Kinicki & Kreitner (2007) document that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. Wright & Geroy (2001) noted that employee competencies change through effective integration with the organisation. It is therefore not only improving the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the employees (Nassazi, 2013).

Empirical Review

A study by Thao and Hwang (2015) examined factors affecting employee performance. The author sampled 650 employees. Data collection was done through administering questionnaires and online survey. The questionnaire included a total of 23 questions and designed on a Likert scale. The research identified three main factors in the organisation that affect employee performance. They are leadership, motivation and training. Findings indicated that leaders' coach, empowerment and increasing employee participation escalate their performance. Furthermore, where employees are much valued for their high education, knowledge, qualification, skills and experience, they tend to be more motivated to perform better. Training for employees, especially to approach new technology and improve their competencies tends to perform at their highest capabilities and thus enhance the organisations competitive advantage in the market.

A study by Arinanye (2015) investigated the organisational factors that influence the performance of employees at the College of Computing and

Information Sciences (COCIS), Makerere University, Kampala. The objectives of the study were: to examine how organisational culture influences employee performance at COCIS, Makerere University; to establish the relationship between organisational communication and employee performance at COCIS, Makerere University; and to find out how organisational commitment influences performance of employees at COCIS, Makerere University. A descriptive survey research design was adopted using both quantitative and qualitative methods. The study targeted 109 respondents using simple random sampling technique to select both the academic and support staff. The researcher also adopted purposive sampling in selecting the college management staff, and stratified sampling was used to select the administrative staff. Data was gathered using questionnaire interview and focused group discussions.

Findings revealed a positive relationship between organisational culture and employee performance; a significant positive relationship between organisational commitment and employee performance; and no significant relationship between organisational commitment and employee performance. The study posited that organisational culture and organisational communication positively affected the performance of employees. The study recommended that to maintain the culture of an organisation, there should be improvements in teamwork and leadership; opportunities should be created for employees to interact with management in order to improve on the communication; and encourage employee innovation, salary increment, institute organisational loyalty programmes and reward long-serving employees.

A study by Muda, Rafiki and Harahap (2014) aimed to analyse the determinants for employee performance in Islamic Banks. The authors analysed three factors that influences the employees' performance. These factors are job stress, motivation and communication. The authors seek to find out whether each of those factors has a simultaneous and partial effect on employees' performance. Using the quantitative method, the population of the study was 47 with 32 respondents sampled. The primary data was gathered using questionnaires. The findings revealed that employees' performance is affected by job stress, motivation and communication factors. Moreover their study showed that there were other factors that influenced employee performance. According to the study, job stress, motivation and communication variables simultaneously influence employees' performance. Whiles job stress and motivation variables have no partial effect on the employees' performance, communication variable has a partial effect on employee performance.

Bernhard-Oettel, Isaksson and Bellaagh (2008) explored patterns of voluntary and involuntary contract reasons and work involvement among temporary employees and looked more closely at how these patterns differentiate and relate to well-being. The data used in the study were collected through surveying of temporary employees from three different sectors: manufacturing, education and retail. Questionnaires were administered to respondents. The study concluded that majority of temporary employees reported an involuntary as compared to voluntary motivation for accepting the temporary contract.

Moreover, the study also revealed the existence of patterns in which both voluntary and involuntary motives can occur together for individuals, which is most pronounced in the 'balanced' group or the group of the 'indifferent'. The findings, thus shows that contract motives may be inappropriately depicted if they are merely categorized as either voluntary or involuntary. Furthermore, it appears that work involvement indeed seems to be a rather general construct, not necessarily guiding contract choices.

A study by De Jong, De Cuyper, De Witte, Silla and Bernhard-Oettel (2009) looks at why temporary employees accept their work arrangement. They gathered data in Belgium, The Netherlands, Spain and Sweden. 64 organisations both manufacturing and retail were sampled from the selected countries. Out of the 64, 15 were selected from Belgium, 23 from Netherland, 10 from Sweden and 16 from Spain. The sample covered day-to-day contracts, on-call contracts, fixed-term contracts, agency work, seasonal employment, probation or training contracts, and subcontracting.

Mode of data collection was done through administering of questionnaires. 645 temporary employees were sampled for the study. The study employing latent cluster analysis identified three types of temporary employees. Respondents in the first cluster accepted temporary employment based on involuntary reasons in order to obtain permanent work. Cluster two respondents accepted temporary work based on voluntary reasons. Respondents in cluster three accepted temporary work in order to use it as a stepping stone into the labour market. According to the study, the involuntary group and the stepping stone group considers temporary employment as a transition stage.

Anwar, Aslan and Tariq (2011) carried out a study on Temporary job and its impact on employee performance. The study used uncertainty, perks and loyalty as measures of temporary employment with contract job as a moderator, which impact on employee performance. The research established a positive correlation between incentives and performance of employees. The research concluded that temporary employees show highly association toward job security and incentives. It also stated that these variables have relation with each other performance has strong positive relation with job security and incentives but shows weak relation with contract job. The study targeted 100 employees out of which 82 filled and returned the questionnaires. The target population was both contract and permanent employees. The current study agrees with the conclusion by Anwar et al. that job security and incentives has a greater impact on employee performance.

Agyeiwaa, Owusu, Oppong, Abruquah, Quaye and Ashalley (2015) carried out a study on the impact of temporary staffing agency employment on employee performance in China. The study had 288 temporary employees participating in the study from 13 temporary staffing agencies in China. The research involved questionnaires which were administered to the 288 temporary employees. The study shows statistically significant positive relationship between employee commitment to firm and performance as well as employee commitment to agency.

These attest to the fact that temporary employees have high level of commitment towards both the client organisation and intermediary staffing agency and affect their overall performance in the client organisation. The study concludes that employees perceive high job security in their engagement

with the temporary staffing agency, their output at the client organisation increases and vice versa. The study also finds a negative relationship between job satisfaction and performance. The study concludes that the human factors such as commitment to firm and agency, job security, job satisfaction and job stress, all have greater impact on the performance of dispatch employees in China.

Kipkoech (2017) looked at the influence of flexible working arrangement on employee performance in public hospitals. The study focused on part time, work shift, flexi time and temporary contracts arrangement on employee performance. Theories guiding the study were spill over, self-determination and Vroom's Expectancy Theories. Descriptive research design was adopted. The target population was 111 of which 104 employees were sampled. The data was collected using questionnaire.

The findings indicated that flexi working strategies was not significant to performance of employees in an organisation. It was noted that flexi time was not significant to employee performance but positively contributed to performance. Temporary contract, work shift and part time working were positive significant predictors of employee performance. The study recommended that temporary contract, work shift and part time should be encouraged while flexi time should be further investigating since it does not provide fix controllable schedules.

A study by Ongera and Juma (2015) looked at the influence of temporary employment on employee performance. The study sought to investigate the influence of temporary employment on employee performance at Safaricom Limited. The target population was 112 staffs at Safaricom

Limited but had 92 respondents. Questionnaires were used in collecting data. The study found out that expectations by temporary employees to gain permanent employment drove temporary employees to high level of performance. It also found out that delayed confirmation of temporary employment's contract had a psychological impact on them and hence affecting their productivity. The research found out that temporary employees felt highly employable. Further, the findings revealed that uncertainty in terms of job security and expected termination of contracts demotivated employees hence making them unproductive.

Every employee value their inputs and expects to be rewarded accordingly. When the inputs of the temporary employee are valued and rewarded accordingly, they become motivated to perform better. Moreover, training of temps to gain new skills improves their capabilities and competencies thereby increasing productivity which goes a long way to enhancing the competitive edge of the organisation. As posited by Agwu (2014), the culture of every organisation is connected to their practices which influence the performance. The culture of the organisation impacts the behaviour employees, especially temps, who are considered not an integral part of the organisation due to their fixed term.

As Ekpenyong and Ekpenyong (2016) posited, organisational culture has positive impact on the performance of temps and therefore, employee motivation, loyalty programs and reward should be encouraged. Once the culture fails to integrate the temporary employee, their performance may be influenced negatively. Most temps accept this type of employment based on a lot of reasons and as Spermann (2014) speculated that these reason may be

financial reasons or unavailability of permanent jobs. Atkinson et al. (2002) attested to this fact. Most temporary jobs are seen as a pathway into the labour market making individuals employable.

According to Literature, Simatwa (2011) posited that job satisfaction is a pleasurable state of feeling that results from performance of work. It is seen as the feelings and attitudes about variety of intrinsic and extrinsic elements towards their jobs and the organisation (Odembo, 2013). However, a research by Beckmann, Binz and Schauenberg (2007) showed that employees belonging to the flexibility reserve have less job satisfaction and commitment leading to poor performance. Booth, Francesconi and Frank (2002) added that temporary jobs are associated with lower job satisfaction and increased unemployment risk and are more likely to be characterized by poorer working conditions and wage penalties. Consequently, job dissatisfaction is likely to deteriorate the temporary employees' performance. Simatwa posited that predictors of job satisfaction are related to pay, promotion, benefits, work nature, favourable working conditions, training, career development and relationship with colleagues. However, these predictors are only limited to permanent employees.

Since temporary employees by definition have a limited duration and their employment continuity is not guaranteed, they do not have certain employment benefits which leads to low job satisfaction (Dawson, Veliziotis, and Hopkins, 2014) and thus affect their performance (Lomoya, Pingol, & Teng-Calleja, 2015). Temporary employment is seen as a more insecure form of work since, by definition, a temporary contract has a limited time span which is likely to create concerns about job continuation through a renewal of

the contract (De Witte & Näswall, 2003). A study by Ntisa, Dhurup, & Joubert (2016) showed that temporary employees experienced poorer rewards, facilities, limited development and promotional opportunities and these factors militate against their job satisfaction. Such employees are likely to suffer from the inability to employ their full range of skills and employment in roles that do not make full use of their qualifications and experience (Bryson, 2004).

This study reviewed most of the factors used by other researcher in exploring its influence on temporary employees' performance. These factors were explored in this context due to the different national values (culture) of other studies. Organisational culture, motivation, training and development will be the main factors explored in this context based on the reviewed literature.

Summary

This chapter reviewed the literature concerning the use of temporary employment and its relation with the performance of the temporary employees. Empirical works were reviewed to back the study objectives. Most of the studies confirmed that there is a positive significant relationship between organisational culture, training and development and motivation and performance. This means that when the temporary employee is motivated or trained to improve their skills, they are likely to perform better at the work place. Also, high expectations to gain permanent employment on the part of the employee are a driving force for higher performance. Theories reviewed to back the study were work adjustment theory and expectancy theory.

Research works done by other researchers on the issue of temporary employment were explored, critiquing each study. This chapter also summarised the main points that emerged from the literature review.

CHAPTER THREE

RESEARCH METHODS

Introduction

According to Leedy and Ormrod (2015), research methods are the approach a researcher employs to carry out a project. As a consequence, the study is carried out to assess the performance of temporary employees of The Capital Group in Ghana. In this chapter, the research methods is presented in the following order: research design, study area, population, sampling procedure, data collection instruments, data collection procedures, data processing and analysis, ethical considerations and chapter summary.

Research Approach

According to Williams (2007), there are three common approaches to conducting research: quantitative, qualitative, and mixed methods. Quantitative research is an objective process which measures facts, experiences, and tests and examine causes and effect of relationships using inferred process of knowledge from the inferences made (Johnson, 2014). Qualitative research uses methods such as participant observation or case studies which results in a narrative and descriptive account of a setting or practice (Parkinson & Drislane, 2011).

With mixed methods approach to research, researchers incorporate methods of collecting or analysing data from the quantitative and qualitative research approaches in a single research study (Creswell, 2003; Johnson & Onwuegbuzie, 2004). In spite of the strengths of the above research approaches, the study employed the quantitative research approach. This

technique was used because of the need for the researcher to stay detached and maintain an objective view in order to ensure objectivity, reliability and subsequent generalisation. Thus, quantitative method provides a more general and objective conclusion of the research study (Perecman & Curran, 2006).

Research Design

Research design specifies the methods and procedures for collecting and analysing the needed information. In other words, it articulates what data is required, what methods are going to be used to collect and analyse the data and how all of this is going to answer the research questions. The preparation of such a design expedites the research to be as efficient as possible yielding maximum information.

The study adopted the cross sectional design because this type of design is used to prove or disprove assumptions, does not require much time, findings and outcomes are analysed to create new theories or in-depth research. Moreover, it can estimate prevalence of outcomes of interest because sample is usually taken from the whole population (Hemed & Tanzania, 2015).

Study Area

The study or research area was limited to The Capital Group located in the Accra Metropolitan Area. The Accra metropolitan area is simultaneously a city and metropolitan district that contains the historic centre and central business district of Accra metropolis. In 1960, Greater Accra, then referred to as Accra Capital District, was geographically and legally part of the Eastern

Region. It was, however, administered separately by the Minister responsible for local government. With effect from 23 July 1982, Greater Accra was created by the Greater Accra Region Law (PNDCL 26) as a legally separate region. Accra is derived from the Akan “nkran” meaning “an army of ants”. It is apparent that the name “nkran” or “nkranfo” is attributed to the thousands of anthills, which dotted the Accra plains. Accra is not only the seat of Government but also the capital of the Greater Accra Region.

Its outlets and inlets cover sea, air and land including rail and motorways. Ever since it was established, it has served as the capital of the Greater Accra Region and the Accra Metropolitan District. It occupies a total land surface of 3,245 square kilometres and 1.4 percent of the total land area of Ghana. It is the second most populated region, with a population of 2,905,726 in 2000, accounting for 15.4 per cent of Ghana’s total population.

Population

The population for this study comprises of all temporary employees of The Capital Group within the Greater Accra region of Ghana. The justification for the choice of employees in Greater Accra was based on the fact that majority of TCG employees are located within Accra and Tema environs and the accessibility of the temporary employees was easier. In addition, the turnaround time was faster. The nationwide total population of TCG temporary employees is estimated to be 800 with 60% of them working within the Accra and Tema metropolis in the Greater Accra region (TCG, 2018). Hence, based on the objective of this study, that is, the performance of

temporary employees of The Capital Group; it has been relevant to choose this population in order to obtain the desired information.

Sample and Sampling Procedure

Leedy and Ormord (2015) suggested that for a population less than 100 the entire population must be surveyed. If the population is about 500 then 50% should be sampled. However, Krejcie and Morgan (1970) provided a table of sample selection that aids researchers in identifying a representative sample size from a given population. According to the table, if a given population is 1,000, 278 must be sampled. Temporary employees of TCG is estimated to be 800 and according to the sample size table provided by Krejcie and Morgan, a sample size of 260 was used for the study.

The study adopted the convenience sampling method. This method help the researcher to have easy access to the target population. According to Dörnyei (2007) this type of non-probability sampling target population based on certain criteria, such as availability, accessibility and geographical proximity. The researcher shared questionnaires to temporary employees based on who was available and accessible within that period. The purpose of the study was explained to the employee before they were made to fill the questionnaire. In addition, the questionnaire was explained to ensure that the employee fully understand what they were filling. The rationale for using this type of sampling method was that it was speedy, easy, readily available and cost effective.

Data Collection Instrument

Close-ended questionnaire was used for this study. It was considered for this study because it was easier to administer, ensure fast delivery and the respondents can answer at their own convenience (Muijs, 2011). In this study, the questionnaire was structured in a way that looked at the demographic information of all respondents, factors contributing to the performance of temporary employees, reasons for accepting temporary employment and employee performance. The questionnaire was partitioned into six components. The first component (section A) comprised of the demographics of the respondents. The second component which is the section B captured factors contributing to the performance of temporary employees. Section C captured employee performance. Section D captured the reasons for accepting temporary employment.

The items were structured in a way that enabled the respondents to pick alternative answers against their choice of responses. Detailed questions using a five-point Likert scale was tapped in the questionnaire. The respondents were given assurance of anonymity to encourage them to provide candid responses. Therefore, pseudonyms were used throughout the study to represent the names of respondents. Permission was sought from the Head of Human Resource Department of TCG before the research was conducted. A cover letter was sent to that effect.

Pre-testing

The instruments were pre-tested on 30 temporary employees from L'aine Services Limited. Respondents were randomly selected. The reason

why L'aine Services Limited was chosen for the pre-test study was that L'aine Services is a staffing agency that employs the services of temporary staffs as TCG. The services they render fall within the same category as TCG and has many characteristics in common with TCG. The responses provided by the respondents on the pre-test questionnaire was analysed to help review the questionnaire for the actual study. The researcher personally administered the questionnaire. The process was started by seeking permission letter from the Human Resource Department and delivered to Laine Services in order to pre-test the questionnaires on their temporary employees.

The researcher visited the employees at the various workplace and administered the questionnaires. The questionnaires were explained to the respondents before they were made to fill. After collection of questionnaires, the responses obtained were analysed using Statistical Product and Service Solutions (SPSS, version 21) in order to ascertain the validity and reliability of the data collected for the pre-test study. The establishment of reliability was achieved by measuring the internal consistency of the instrument using a reliability coefficient, obtained by means of Cronbach alpha. All the items analysed had their reliability coefficient above 0.6 and thus is internally reliable.

Moreover, the pre-test revealed certain gaps in the questionnaire that was corrected and modified in order to achieve the set objectives. The results obtained from the pre-test study were not included in the final results and analysis.

Reliability Test Analysis

To check for the reliability of the items that were used to measure the various construct in the study, reliability test was conducted. To properly assess the reliability of the measures, Cronbach Alpha was used. The results of the test performed in the table below show that there is internal consistency of the items that were used to measure each construct. Alpha values range from .691 to .972. According to Ramayah (2011), Cronbach’s alpha coefficient values of more than 0.7 are considered good but values of more than 0.5 are acceptable. According to Sekaran and Bougie (2013), reliabilities less than 0.6 are considered to be poor, those in the range of 0.7 – 0.79 are said to be acceptable, and those above 0.8 are said to be good.

Table 2: Reliability Test Results

s/n	Construct	Number of items	Cronbach Alpha
1	Organisational culture	6	.912
2	Training and development	5	.972
3	Motivation	12	.854
4	Employee performance	5	.691

Source: Field survey (2018)

Data Collection Procedures

The study made use of primary data. The primary data was obtained from self-administered close-ended questionnaires. Formal permission letter was sent to the Head of Human Resource at The Capital Group to seek permission to conduct the study with the agency. Administering of questionnaires commenced once approval was sorted from the respective

stakeholders. The questionnaires were hand delivered to all selected respondents in their respective departments or offices, both in Accra and Tema. A total of 260 respondents were used for the study.

The questionnaire was in 4 sections. Each section of the questionnaire was explained to the respondents in order to ensure that they fully understood the questions before answering them. The researcher, after seeking approval from TCG, contacted their respective supervisors in the various organisations they were sent to. Arrangement was made in respect to when they were be available.

The researcher then went to their various departments, spoke to them, explained the content of the questionnaire and then gave it out to them. Some of the respondents filled it the same day, others arranged to submit the questionnaires when they were done. Follow ups were made through phone calls and visitations to the various selected respondents to serve as a reminder and to expedite the process. Once they were done filling the questionnaires, the researcher approached them personally and collected the questionnaires. Others left it with their supervisors and the researcher went for them. The data was collected from 18th September, 2018 to 25th October, 2018. It took two months for the researcher to collect data from all the respondents.

Field Challenges

The researcher encountered certain challenges during the data collection. Based on the date arrangements made with the temporary employee's supervisors, the researcher encountered difficulty retrieving information from respondents because they were afraid it was going to be used

against them. Though the researcher had assured of anonymity, they were reluctant to answer some of the questions. It took a lot of persuasion before filling the questionnaires. The respondents failed to submit their questionnaires on the agreed date, therefore prolonging the process. The researcher had to keep taking trips to their work place to constantly reminding them to submit their questionnaires. The availability of the respondents was also another challenge. Since some of them were field workers, and run on shift, it was difficult accessing them, especially those on the night shift.

Data Processing and Analysis

This section discussed how the data gathered from the field was handled, processed and analysed. Data analysis is a process that involves drawing conclusions and explaining findings in words about the study (Creswell & Creswell, 2017). Out of 260 questionnaires administered to the selected respondents, 260 responded as per the sample size of the study. The completed questionnaire from respondents, were manually checked for relevance, accuracy, identify errors, omissions and non-completion of some questions as well as identifying general gaps in the data collection before computing it. The survey data generated from the questionnaires was collated, edited, coded and processed into computer using SPSS (version 21) software. Responses to the various sections of the questionnaire was analysed concurrently to address the objectives of the study.

The analysis was carried out to examine the various variables used in the study in order to tackle the research objectives. The data entered was further scrutinized and cleaned to ensure that errors made during the entry of

the data were rectified to avoid discrepancies. Descriptive statistics such as frequencies, percentages, cross tabulations and diagrams were used to describe the characteristics of the variables. The results of the quantitative data were presented in tables, charts and figures. The relationship between temporary employment and employee performance was tested using correlation and regression analysis.

Ethical Considerations

To ensure strict adherence to ethical standards of research, an introductory letter explaining the intent and authenticity of the study was submitted to the Head of Human Resource of Laine Services Limited and TCG to seek permission to carry out the pre-test study and the main study respectively in their organisations. The respondents' privacy was respected by designing the questionnaire in a way that would not reveal their identity. Data to be collected was done anonymously, that is, not related to names or any other form of identification. The respondents were also informed about the nature and objectives of the study before being asked to fill the questionnaire. The information obtained from the respondents were treated with high confidentiality.

Chapter Summary

This chapter explains the methodological processes the study undertakes in processing and analysing the data collected. The reason for undertaking this quantitative research in the form of using close-ended questionnaire was clearly outlined. In addition, the sampling procedure used

for the study was explained and justified. The data collection instruments and procedures were delineated. A pre-test study was conducted in order to ascertain if adjustments should be made to the questionnaire for the actual study. Method of statistical analysis for the quantitative data was presented. SPSS was used to process and analyse all data collected. Ethical considerations for the study were outlined.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This Chapter outlines the empirical finding on the performance of temporary employees of The Capital Group. The analysed data gathered on the field is presented in the form of tables, frequencies and figures. The first section of this chapter describes the demographic characteristics of the respondents. The second section discusses the empirical findings on the factors affecting employee performance. The third section discusses the findings on the performance of temporary employees. The fourth section discusses the findings of reasons why temporary employees accept temporary employment. Finally, the chapter also presents the empirical result on the effect of temporary employment on employee performance.

Socio Demographic Characteristics of the Respondents

Demographic characteristics were presented in this study, with regards to age, gender, marital status, level of education, number of years worked and job position of the respondents. The above mentioned variables were studied in order to deliver the context within which the study was conducted, allow for replication of the study and any comparison of the results to similar studies. The variables, under the demographic characteristics of the respondents, were also important for distinguishing between responses, since aggregated responses may exclude some pertinent isolated concerns. Details of the outcome are presented in Table 3.

Table 3: Demographic Characteristics of Respondents

	Frequency	Percentage
Age		
Below 20 years	5	1.9
20-29 years	161	61.9
30-39 years	63	24.2
40-49 years	26	10.0
50 years and above	5	1.9
Total	260	100
Gender		
Male	128	49.2
Female	132	50.8
Total	260	100
Marital Status		
Single	150	57.7
Married	106	40.8
Divorced	3	1.2
Widow/Widower	1	0.4
Total	260	100
Job Positions		
Administration	141	54.2
Accounting & Finance	27	10.4
Supervisors	8	3.1
Unskilled Workers	52	20.0
Network Development/ Control		
Assistant & Communication Officer	10	3.8
Warehouse Workers	17	6.5
Sales & Marketing	5	1.9
Total	260	100

Source: Field Survey (2018)

From Table 3, it was observed that from the 260 respondents, majority belonged to the 20-29-year (61.9%) bracket. This could mean that most organisations tend to employ more of the youth that fall within that age group in temporary jobs. The next age class falls within 30-39 (24.4%) years followed by those within 40-49 years (10%) range. The least among the age group falls within the above 50 years range with a percentage of 1.9%. This could mean that those that fall within that age group have less strength and are

closer to their retirement. From the above Table, it was noticed that majority of the respondents (50.8%) are females while the males constitute 49.2%. However, there is 1.6% difference between both sexes. This could mean that more females are employed on temporary basis than males.

It is observed that majority of the respondents (57.7%) are within the single status. This means that TCG employ more people who are single than the other groups. This is followed by those who are married (40.8). Employees who are divorced and widower/widow reported 1.2% and 0.4% respectively. The table also indicates that administrative work tops the chart with 54.2%. This could mean that organisations hire more temps for administrative work than other jobs. This is followed by unskilled workers (20%). This could also mean that aside administrative employees, the second highest of temporary workers hired are unskilled workers. Accounting & finance constitutes 10.4%, warehouse workers constitute (6.5%), Network development/control assistant and communication officer constitute 3.8%, supervisors constitute 3.1% and the least is sales and marketing which constitutes 1.9%.

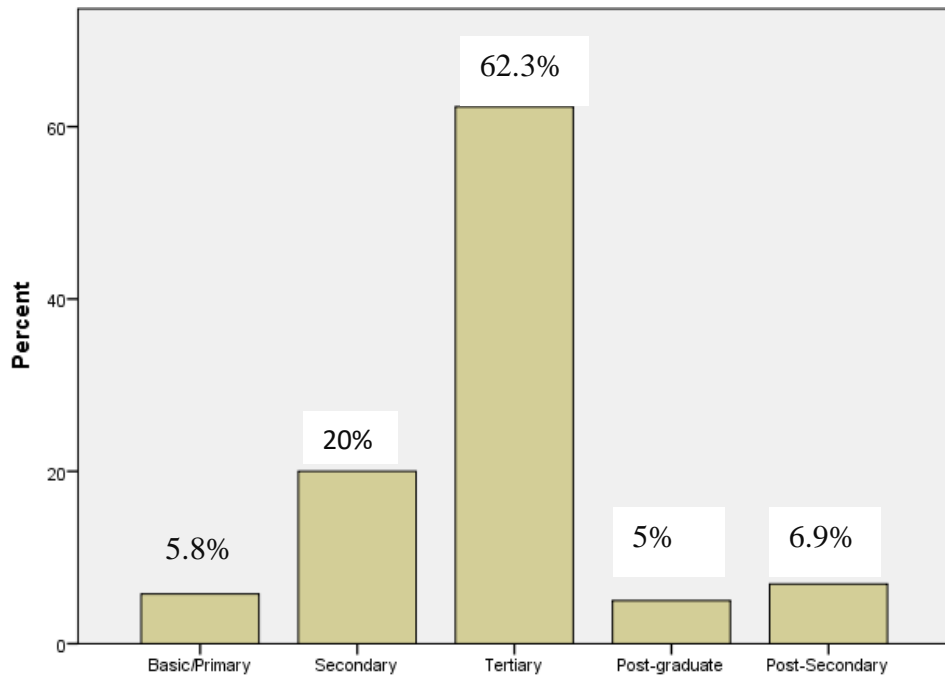


Figure 3: Level of Education of Respondents

Source: Field survey (2018)

Analysis under level of education indicated that respondents within the tertiary class are generally high. It was found that 60% of respondents with a tertiary education are the highest hired temps, followed by secondary level of education (20%). Respondents within the post-secondary bracket recorded a 6.9% and post-graduate recorded 5% of temporary employees hired.

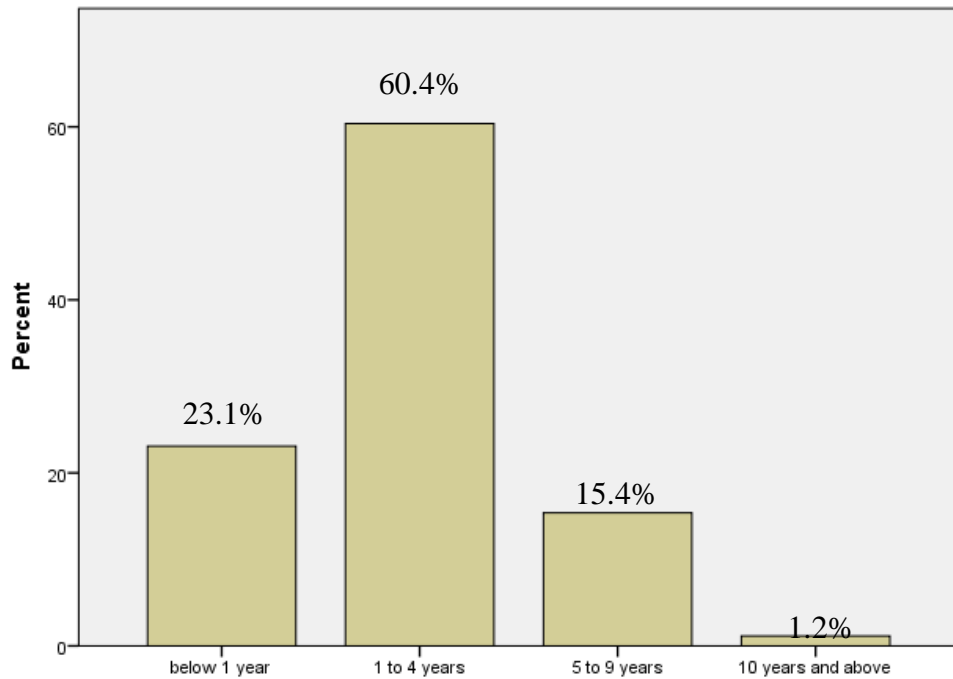


Figure 4: Number of Years Worked of Respondents

Source: Field survey (2018)

Figure 5 depicts the number of years the respondents has worked for the organisation, with the majority of the respondents representing (60.4%) having worked from 1 to 4 years. 23.1% reported that they have been employed on a temporary basis for less than 1 year. 15.4% reported that they have been employed between 5 to 9 years, followed by 1.2% who have been employed above 10 years.

Factors Contributing to Performance of Temporary Employees

The first research question seeks to solicit responses from temporary employees on which factors contribute to their performance in the workplace. Since the factors were many, the study was limited to three factors such as organisational culture, training and development and motivation. The questions were developed around these factors

Table 4: Descriptive Statistics of Organisational Culture

<i>Items</i>	<i>Mean</i>	<i>Std. Dev</i>
My organisation is a very controlled and structured place and governs what I do.	3.49	.992
There is mutual level of respects between temporary employees and TCG.	2.91	1.019
The culture of TCG provides me with opportunities to achieve success.	2.88	.998
Management of TCG creates an environment of openness and trust.	2.85	.955
TCG consults me before making decisions that will affect me.	2.44	1.058
I am made to partake in decision making.	2.42	.985
Composite (average) score	2.83	.835
Overall Mean/ SD = 16.99/ 6.007		

Source: Field survey (2018)

The overall results in Table 4 show average mean of 2.83 and a standard deviation of 0.835 which implies that temporary employees does not agree that organisational culture affects their performance. However, majority of the respondents agree that their organisation is a controlled and structured place that govern what they do with a mean score of (M= 3.49, SD= .992). From the analysis, all the mean score below 3.00 showed that the respondents disagreed that those items do not affect their performance. This means that the culture of TCG does not favour them to give a positive output. Thus, it does not inspire them to perform positively.

Table 5: Descriptive Statistics of Training and Development

α Items	Mean	Std. Dev
Training and development have helped improved my job performance.	3.03	1.109
The training received is relevant to my work.	2.97	1.118
There are formal training programs to teach new entrants the skills they need.	2.97	1.144
Training and development programs offered by TCG are of high quality.	2.95	1.188
TCG conduct training and development programs for temporary employees	2.88	1.182
Composite (average) score	2.96	1.090

Source: Field survey (2018)

From Table 5, the mean score ($M=3.03$ $SD= 1.109$) for the first item indicated that respondents agree that training and development has helped improve their job performance. However, respondents disagreed that the training received was relevant to their work. It reported a mean score of ($M=2.97$ $SD=1.118$). Respondents also disagreed that as a new entrant they are being trained to acquire the skills needed to perform at the job ($M=2.2.97$ $SD=1.144$). As stated by Hollar (2013), temporary employees have little or no training, development or promotional opportunities.

When it comes to the quality of the training being offered to them, they disagreed it was of a high standard ($M=2.95$ $SD=1.188$). Also, the temporary employees disagreed that they are being trained before they start working ($M=2.88$ $SD=1.182$). Thus, temporary employees, due to their employment status, are not being offered training and development programs in order to equip them to perform better on their job. For TCG to achieve maximum

results there is the need to train and develop their temporary employees working for them in order to gain the needed skills to perform.

Table 6: Descriptive Statistics of Motivation

<i>Items</i>	<i>Mean</i>	<i>Std. Dev</i>
TCG pay policy helps attract and retain high performing employees.	2.71	.958
The pay offered by TCG is very competitive compared to other companies in the industry	2.54	.976
TCG current recognition and reward program motivates me to perform better.	2.49	1.015
TCG uses monetary rewards like base pay, commission, bonus, incentives and health allowances to motivate us.	2.48	1.078
I am satisfied with the level of pay I receive.	2.44	.971
TCG maintains a competitive pay and benefits packages.	2.40	.991
TCG has a fair and equitable reward scheme.	2.36	1.009
TCG uses non-monetary rewards like recognition and inclusion in decision making to motivate me.	2.22	.970
Composite (average) score	2.45	.818

Source: Field Survey (2018)

From Table 6, the average mean scores shows that temporary employees are not being motivated enough by TCG’s pay and benefit policy, as well as their reward and recognition system. This means that if TCG wants their temporary employees to perform better they need to revise their salary and benefit structure. Since compensation motivates an employee to perform better on their job. Thao and Hwang (2015) posited that employees’ performance is influenced by good compensation scheme. Once the temporary employee is compensated enough, they tend to be satisfied, and a satisfied employee performs higher in their job.

Table 7: Descriptive statistics of Performance (All items)

<i>Items</i>	<i>Mean</i>	<i>Std. Dev</i>
I adhere to the company policy to a great extent.	3.99	.444
I sometimes work without supervision and consultation.	3.98	.538
I respond appropriately to feedback on job performance.	3.96	.565
I met all my performance targets for the previous evaluation period.	3.60	.767
I give suggestions aimed at products and service improvements.	3.57	.770
Composite (average) score	3.82	.421

Source: Field survey (2018)

The overall results in Table 7 show a mean of 3.82 and a standard deviation of 0.421 which implies that temporary employees almost agree that they perform at their work place. This means that temporary employees of TCG almost agree that they perform on their job. This indicates that when it comes to adhering to policy, giving suggesting aimed at service improvements and meeting performance target, they perform. Respondents almost agreed that they work without supervision and respond appropriately to feedback.

Reasons for Accepting Temporary Employment

The overall results in Table 8 show a mean of 3.515 and a standard deviation of 0.913 which implies that employees agree to the above stated reasons that leads them into accepting a temporary status of employment. Respondents were of the view that they accepted temporary employment based on involuntary/involuntary reasons. From the analysis, a mean score of (M= 4.215; SD=.633) indicate that temporary jobs give some form of work experience to individuals who are entering into the job market.

This confirms the statement made by Smith and Neuwirth (2009) that temporary work creates a pathway for individuals into the labour market that they otherwise would not have, giving them a greater chance to gain experience. Temporary job offers individuals a chance of upward job mobility. With a mean score of ($M=4.165$; $SD=.651$), the results indicate that temporary job makes individuals especially graduates employable. A study by De Jong et al. (2009) confirmed the statement that individuals accepted the temporary work in order to use it as a stepping-stone into the labour market. Temporary job act as a transition stage for individuals to enable them to gain other forms of employment. Gobel and Verhofstadt (2008) added that temporary job enlarges the network of especially graduates and thus offer more opportunity to get a permanent job.

Majority of the respondents agreed that temporary employment prepares them for a permanent work. This gave a mean score of ($M=4.167$; $SD=.657$) implying that for an individual to be permanently employed, they need experiences that will act a stepping-stone into permanency. To gain a full or permanent employment, one requires certain skills, competencies and technical know-how. Most respondents agreed to the fact that temporary job gives them these necessary skills and competencies that prepare them to get a full-time job. The results also indicate that individuals cannot find a full-time permanent job that is satisfactory and hence resort to temporary job. The response of temporary employees on this variable was a mean score of ($M=3.550$; $SD=.752$).

Respondents almost disagreed that temporary employment gave employees the opportunity to do different types of work in different

organisational setting. The mean score and standard deviation were 3.477 and .854 respectively. Regarding the flexibility in scheduling a temporary employee's time, the respondents almost disagreed to this fact. With a mean score of (M=3.219; SD=1.070) implied that temporary employment does not allow temporary employees to schedule their time flexibly in terms of making choices about where, when and for how long they are going to work. This finding is in contrast to a statement posited by Garsten (2008). He stated that flexibility involves range of opportunities; control over ones working time and the freedom to make decisions according to one's personal priorities. Thus, temporary employees of TCG do not have autonomy and control over their working life.

Temporary employment does not give employees the window to supplement their income. This gave a mean score of (M=3.239; SD=1.038). This means that temporary job does not give any extra income to temporary staffs of TCG. The results revealed that temporary job does not involve fewer responsibilities and less stress with a mean score of (M=2.742; SD=1.273). It indicates that temporary job comes with many job responsibilities and much stressful and hence not a reason why they chose to work as a temporary employee. Respondents also disagreed that temporary job involves less office politics with mean score of (M=2.865; SD=1.289) and hence not a reason for accepting temporary employment.

Table 8: Descriptive Statistics of Reasons Employees Accept Temporary Employment

Statement	Mean	SD
Allows me flexibility in scheduling my time.	3.219	1.070
Gives me the opportunity to supplement my income.	3.239	1.038
Involves less office politics.	2.865	1.289
Involves fewer responsibilities and less stress.	2.742	1.273
Gives me some work experience.	4.215	.633
Opportunity to do different types of work in different organisation.	3.477	.854
Makes me employable.	4.165	.651
Prepares me for a permanent job.	4.165	.657
Cannot find a full-time permanent job that is satisfactory.	3.550	.752
Overall mean/Std. Dev.	31.637	8.217
Mean of Means/Std. Dev.	3.515	0.913

Source: Field Survey (2018)

Relationship among the Factors Contributing to Performance

Results from the correlation analysis show a significant relationship between organisational culture and motivation, as well as training and development. However, no significant relationship was observed between organisational culture and performance. Further to this, the correlation between organisational culture and performance showed an inverse relationship. This means that the structure of TCG’s culture when increased, decreases the performance of their temporary employees. Thus, if management of TCG will structure their organisational culture in a way that suits the needs of their temporary employees, they will performer exceedingly well on their job. Furthermore, motivation, training and development also recorded a significant relationship which implies that an increase in training

and development will increase employee’s motivation to work. With regard to motivation and performance, no significant relationship was recorded while the table further revealed that training and development had no significant influence on performance. It is also worthy to note that correlation analysis was performed at a significance level of 0.01 and hence, all the significant variables had p value less than 0.01 reported at 99% confidence level.

Table 9: Correlation Results

Variables	1	2	3	4
1 Organisational Culture	1			
2 Training and Development	.473**	1		
3 Motivation	.679**	.523**	1	
4 Performance	-.001	.035	.082	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field survey (2018)

Results from the correlation analysis show a significant relationship between organisational culture and motivation, as well as training and development. However, no significant relationship was observed between organisational culture and performance. Further to this, the correlation between organisational culture and performance showed an inverse relationship. This means that the structure of TCG’s culture when increased decreases the performance of their temporary employees. Thus, if management of TCG will structure their organisational culture in a way that suits the needs of their temporary employees, they will performer exceedingly well on their job. Furthermore, motivation, training and development also recorded a significant relationship which implies that an increase in training and development will increase employee’s motivation to work. With regard to

motivation and performance, no significant relationship was recorded while the table further revealed that training and development had no significant influence on performance. It is also worthy to note that correlation analysis was performed at a significance level of 0.01 and hence, all the significant variables had p value less than 0.01 reported at 99% confidence level.

Chapter Summary

This chapter summarizes the results and discussion from the analyzed data collected for the study. This chapter looked at the various components of the questionnaire used. The first component was the demographic characteristics of the study. From the study, it was observed that majority of the respondents belonged to the 20-29 age bracket. The majority of respondents were also within the single status. There were more males respondents than females. Job positions and level of education was also looked at. The second components looked at factors contributing to the performance of temporary employees. The third component was the relationship among the factors contributing to performance followed by reasons for accepting temporary employment.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of major findings of the study. It also presents the conclusions drawn from the study as well as recommendations based on the findings. The first segment of the chapter summarises the entire study and presents the key findings. This is followed by the conclusions and recommendations drawn from the findings. Suggestions for further studies are added in the end.

Summary

The study set to examine the performance of temporary employees of The Capital Group, Ghana. The objective was to identify the factors contributing to performance of temporary employees of The Capital Group; to identify the reasons why employees of The Capital Group accept temporary employment; and to determine the relationship that exist between the factors contributing to temporary employee performance of The Capital Group. Questionnaires were used to gather the data from temporary employees of TCG. The quantitative data was analysed using frequencies and descriptive. Pearson correlation and Regression with their associated p-values were used to test for the statistical significance of the relationship between the variables.

The study looked at the factors contributing to the performance of temporary employees. The study revealed that organisational culture of TCG did not favour their temporary employees. Most of the temporary employees agreed that they were not included in certain decisions that affected them and

management did what they thought was best without consulting them. Also there was lack of mutual respect between TCG and temporary employees. This means that the culture of TCG did not favour them to give a positive output. Thus, it does not inspire them to perform positively.

The study also revealed that training and development programmes were not offered to temporary employees due to their fixed term relationship they have. They disagreed that they were not offered any form of training to improve on their job. Thus, temporary employees, due to their employment status, are not being offered training and development programs in order to equip them to perform better on their job.

Temporary employees are not being offered employment incentives that their permanent counterparts enjoy. Incentives like, allowances, non-monetary rewards, promotion, perks, and competitive pay. Temporary employees also agreed that they were not satisfied with the level of pay received. A fair compensation scheme is seen as a factor for motivating an employee to perform and since temporary employees do not enjoy these benefits, their performance is affected negatively.

Temporary employees, despite the many challenges they face at their workplace due to their employment status, adhere to policies set at the organisation. Perhaps it could be that they want to impress their employers to gain a permanent position. Also, they agree that all performance target set for them are achieved before the next performance evaluation period. If there is the need to give suggesting aimed at improving the services on the organisation, they don't hesitate to include their quota. Majority of the respondents agreed that they work without being supervised. They always

respond positively to feedback which enables them to correct mistakes and perform better.

The temporary employee agreed that the main reason why they accepted to work as a temporary worker was to give them some form of experience. Especially for new entrants entering into the labour market. It also prepares them for a permanent work. Once experience has been achieved, the likelihood of them gaining a permanent work is high. For a temporary employee to gain a permanent status, their performance in the organisation will act as a stepping-stone to be employed permanently. It makes them employable through gaining experiences. Majority of respondents agreed that temporary employment act as a first step into the labour market.

Most of the temporary staff disagreed that they did not accept temporary employment due to it involving fewer responsibility, less stress and less office politics. They attested to the fact that it involves heavy responsibilities and their work is not different from that of the permanent worker. Also, temporary employees disagreed that they did not accept this work due to the flexibility nature of the job which enable them to manage their own time. Since they are not being paid fairly, temporary job does not supplement their income and thus this reason does not motivate them to work as a temporary. Also, they disagreed that the reason to work as temporary is because they cannot find a permanent job that is satisfactory and opportunity to do different.

Conclusions

This study showed that there are certain factors that contribute to the performance of temporary employees. The culture of every organisation equips their employee to perform better at their job. It is clear from this study that the structure of TCG's culture does not favour their temporary employees which have an impact on their performance. Temporary employees revealed that TCG's motivational packages given to them does not favour them and hence their low output. This means that if TCG wants their temporary employees to perform better they need to revise their salary and benefit structure to suits the needs of the temporary staff.

Training and development programmes are essential part of high performing employees. It equips the employee to perform better at their work which tends to have a positive effect on the organisation as a whole. The study showed that temporary employees are not trained on their job due to their fixed term with the organisation. TCG does not invest in their temporary employees to get the best output. Since they are not integral part of the organisation, TCG does not invest in them. Thus, temporary employees, due to their employment status, are not being offered training and development programs in order to equip them to perform better on their job.

There are various reasons why individuals agree to work on temporary basis. The most reason was that it gives experiences to individuals especially those who are entering into the job market for the first time. It acts as a stepping-stone to many new entrants into the job market. Temporary jobs make them highly employable especially into a permanent work. However, the temporary staffs disagreed that temporary jobs involve less work and office

politics. This means that both temporary and permanent employees have the same workload but their compensation scheme varies with the latter weighing more than the former.

Recommendations

Based on the findings and conclusions of the study, the following recommendations were made.

The Capital Group should structure their organisation in a way that will favour both parties to achieve maximum results. Since the success of the organisation is essential to them, their temporary employees should be treated fairly like their permanent counterpart in order for them to give out their maximum output.

Training programmes should be offered to temporary employees to equip them with the requisite skills to perform at the job. Training and development programs such as on-the-job training and off-the-job training should be given to their temporary staffs. Developmental programmes should also be given to them since it will bring their temporary employees up to another threshold of performance, to equip them for future roles. Since temporary employees are not trained on precaution measures at their workplace, it poses a danger to their health. All employees must be trained on health and safety measures in order to reduce the injury rates of temporary employees.

For a better performance of their temporary employees, TCG needs to revise their salary and benefit structure. Since a good and fair compensation system stimulates the temporary employee to give out a better output. Once

the temporary employee is compensated enough, they tend to be satisfied, and a satisfied employee performs exceedingly on their job.

Suggesting for Further Research

The study covered only one agency in Accra. However, the scope can be expanded to other agencies across the region in Ghana in order to gain a comprehensive view of the performance of temporary employees. To find the effect of temporary employment on employee performance, the study limited itself to 3 variables (Organisational culture, motivation, training and development). However, further studies can explore more variables to explain the effect temporary employment has on employee performance.

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APPENDICES

APPENDIX A

Table 1: Persons engaged by status of engagement and year of commencement of establishment

Year	Total		Permanent		Temporary	
	Number	Percent	Number	Percent	Number	Percent
Total	3,383,206	100.0	2,846,640	84.1	536,566	15.9
Before 1975	518,711	100.0	479,578	92.5	39,133	7.5
1975-1984	257,356	100.0	237,880	92.4	19,476	7.6
1985-1994	407,688	100.0	361,985	88.4	45,703	11.2
1995-2004	700,999	100.0	583,099	83.2	117,900	16.8
2005-2014	1,409,201	100.0	1,099,559	78.0	309,642	22.0
Not stated*	89,251	100.0	84,539	94.7	4,712	5.3

*Exact year of commencement of business not stated

Source: Ghana Statistical Service (2015)

APPENDIX B

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
QUESTIONNAIRE

Dear respondent,

This study seeks to assess the performance of temporary employees at The Capital Group (TCG). As a temporary employee, your views are of importance in this study and I would appreciate your response to this questionnaire. This is purely for academic purpose and your response will be kept confidential and anonymous.

Thank you for your time, co-operation and contribution to this study.

Section A: Demographic information

Please tick or fill as appropriate.

38. Age a. below 20years b. 20 to 29years
 c. 30 to 39 years d. 40 to 49years
 e. 50 years and above

39. Gender a. Male b. Female

40. Marital Status a. Single b. Married
 c. Divorced d. Widow
 e. Widower

41. Level of Education a. Basic/ Primary b. Secondary
 c. Bachelor's degree d. Post-graduate degree.
 e. Post-Secondary

42. Number of years worked with TCG
 a. below 1 year b. 1 to 4 years
 c. 5 to 9 years d. 10 and above years

43. Job position.....

Section B: Factors Contributing to Performance of Temporary Employees

The statements below describes factors that contribute to the performance of temporary employees at TCG. Please indicate the extent to which you agree with each of the statements by ticking “√” in the appropriate box.

No	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Organisational Culture						
1.	My organisation is a very controlled and structured place and govern what I do.					
2.	I am made to partake in decision making.					
3.	TCG consults me before making decisions that will affect me.					
4.	Management of TCG creates an environment of openness and trust.					
5.	There is mutual level of respects between temporary employees and TCG.					
No	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.	The culture of TCG provides me with opportunities to achieve success.					
Training and Development						
7.	TCG conduct training and development programs for temporary employees.					
8.	There are formal training programs to teach new entrants the skills they need.					
9.	Training and development programs offered by TCG is of high quality.					
10.	The training received is relevant to my work.					

11.	Training and development has helped improved my job performance.					
	Motivation					
	<i>Rewards and recognition</i>					
12.	TCG uses non-monetary rewards like recognition and inclusion in decision making to motivate me.					
13.	Motivation creates very good working relationship between TCG and me to improve performance.					
14.	Compensation motivates me to perform better and to go the extra mile					
15.	TCG has a fair and equitable reward scheme.					
16.	TCG current recognition and reward program motivates me to perform better.					
	<i>Pay and benefits</i>					
17.	I am satisfied with the level of pay I receive.					
No	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
18.	The pay offered by TCG is very competitive compared to other companies in the industry.					
19.	TCG maintains a competitive pay and benefits packages.					
20.	I would be satisfied if I receive benefits like fuel, transportation, lunch, and other allowances.					
21.	TCG uses monetary rewards like base pay, commission, bonus, incentives and health allowances to motivate us.					

22.	TCG pay policy helps attract and retain high performing employees.					
23.	If TCG had a profit-sharing scheme, it would motivate me to perform.					

Section C: Employee Performance

The table below present aspects of employee performance at L’aine Services Limited. Please indicate the extent to which you agree with each of the statements by ticking “√” in the appropriate box.

	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
24.	I adhere to the company policy to a great extent.					
25.	I give suggestions aimed at products and service improvements.					
26.	I met all my performance targets for the previous evaluation period.					
27.	I sometimes work without supervision and consultation.					
28.	I respond appropriately to feedback on job performance.					

Section D: Reasons for accepting temporary employment

The statements below describe reasons for accepting temporary employment and how they influence employee performance at TCG. Please indicate the extent to which you agree with each of the statements by ticking “√” in the appropriate box.

No	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Voluntary/Involuntary reasons					
29.	Allows me flexibility in scheduling my time.					
30.	Gives me the opportunity to supplement my income.					
31.	Involves less office politics.					
32.	Involves fewer					

	responsibilities and less stress.					
33.	Gives me some work experience.					
34.	Opportunity to do different types of work in different organisation.					
35.	Makes me employable.					
36.	Prepares me for a permanent job.					
37.	Cannot find a full time permanent job that is satisfactory.					