Temporary labor: Issues of training, motivating, and retaining a temporary workforce

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TEMPORARY LABOR: ISSUES OF TRAINING, MOTIVATING, AND RETAINING A TEMPORARY WORKFORCE

by

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A project submitted to the Faculty of the School of Food, Hotel and Travel Management at Rochester Institute of Technology in partial fulfillment of the requirements for the degree of Masters of Science in Service Management

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ABSTRACT

This study focuses on the limiting conditions affecting training, motivating and retaining the temporary employees at the White Eagle Conference Center in Hamilton, New York. In order to provide a clear understanding of the temporary employee situation, a broad outlook of the use of temporaries in the service sector is presented. It includes factors inhibiting commitment, pride, and an ownership feeling in the organization, as well as discussion of issues dealing with training, recruiting, orientation, and turnover.

The data gathered for this study was developed through a company wide survey. Information relevant to the subject was collected from literary sources and personal interviews with professionals in the field. The presentation of the data is analyzed as to how the permanent employees responded as opposed to the temporary employees. Key areas identified as having important differences between the two groups are:

- Presence of Leadership
- Time Off
- Job Interest
- Appreciation
- Advancement Opportunity

An analyses of these issues and their possible causes, are discussed along with recommendations for improvement.
To my beloved wife, Patricia Ann Beadle
July 5, 1952 – February 28, 1996
CHAPTER 1

INTRODUCTION

The hospitality industry is heavily reliant on the use of temporary employees. In businesses where seasons effects the level of business, this is particularly evident. Recent estimates indicate that more than sixty-five percent of the hospitality work force is made up of temporary workers. If businesses were to figure the amount and percentage of their revenue that is generated by "part time" staff, it would be certain that they would allocate greater resources for training, development and team building.

Jan Carlson of Scandinavian Airlines asserts that each time a customer has any type of contact with your operation it is known as a "moment of truth" and how these moments of truth are handled will affect the customers' image of your organization. If a higher percentage of an organization's moments of truth are directly affected by their temporary employees, shouldn't the organization be focusing its efforts on making sure that these employees are happy in their positions?

Economic factors, such as the increased cost of health care benefits, have forced companies to work with fewer permanent staff. Companies have elected to use temporary workers to fill positions that were previously held by permanent staff. How does this make the remaining permanent employees feel? What type of message does this give to all employees? Can and how does an organization promote teamwork among permanent and temporary staff? These and other questions will be answered in this study, along with providing suggestions for maintaining a quality temporary workforce. This will be accomplished by using the permanent staff to recruit, interview, train, set performance standards, and empower the seasonal temporary employees.

Understanding why people take various temporary positions will help us to understand how to satisfy their needs and in turn create a healthier work environment. By creating a more desirable work environment and building teamwork between the temporary
and permanent staff, it is my intention to explore various methods to reduce turnover within both groups while increasing the number of seasonal employees who return each year.

PROBLEM STATEMENT

As General Manager of the White Eagle Conference Center, there are two problems that recur. The first is the problem posed by the need to continually recruit quality seasonal temporary employees, and the second is a lack of pride and ownership in the work that exist throughout much of the organization, particularly with the temporary staff. This study will use past personnel data along with current surveys and direct interviews with permanent and seasonal employees to identify relevant personnel issues that may be impeding team building and causing turnover. The information gathered from the surveys and interviews may provide a common thread that relates these two problems to one another.

BACKGROUND

The White Eagle Conference Center has been in operation for shortly over three years. It is a year-round full service conference facility located on one hundred and forty acres on Lake Moraine in central New York State. The primary focus of the business is providing conference facilities and services to organizations. A secondary focus is to provide catering facilities and services to groups. The operation is focused solely on dealing with groups and is not available for drive up business. Although the facility is open year round, the majority of the business is attracted between the beginning of May and the end of October. This six month period generates seventy-five percent of the yearly revenue.

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The conference center is thus very reliant on the use of seasonal temporary staff. There are fifteen full time permanent employees. At peak operation, from June through August, the use of temporaries rises to around fifty workers, making a total of approximately sixty-five staff members. These employees are in a number of positions, ranging from grounds maintenance to front desk clerks. Weekly hours of these staff range from forty plus to less than ten. The preponderance of these staff are high school and college students from the local area. Some of these students do attend schools in the local area and continue to work throughout the entire year.

Because of the length of stay of the average seasonal employee, I feel that they are looked at by permanent staff as less important to the operation. I have experienced instances where full time employee state things such as, "It's not worth the time to train them if they never come back." Due to the time and cost of training, it is in an organization's best interest to find out what make some seasonal staff return for more than one year. It is also important to discern how we can develop a more cohesive group that doesn't build barriers between the two types of employees.

PURPOSE

The purpose of this study is to understand what aspects seasonal temporary employees feel are important in their job and why some people return each year and some don't. I intend to reveal some common factors that can be addressed and altered (if need be) in order to reduce turnover and increase the number of people who return. I also hope to discover factors that are inhibiting commitment, sense of pride and ownership of the temporary staff that we are trying to promote as an organization.
SIGNIFICANCE

This study will gather the information that is causing the twofold problem of lack of pride and ownership in work and low return rates of seasonal employees. It will then make recommendations for improvement. One of the recommendations may be using the permanent staff in teams to develop strategies to solve the problems identified by the research. This will be a working model with real examples and actual solutions and outcomes.

METHODOLOGY

This study will be done in the present perspective with an emphasis on the data furnished by the current employees of the White Eagle Conference Center. Personal interviews and questionnaires with permanent and temporary employees will be used to provide correlational research about the two groups. The objectives of the interviews and questionnaires was explained to all participants, with their participation held confidential. A mailed questionnaire was sent by October 1, 1995 to past and present temporary workers as well as all permanent employees. A follow-up letter was sent one week later. Structured interviews will be completed by November 15, 1995. Data from the questionnaires is graphically displayed, using Works for Windows, in support of the research. Upon identifying common issues which employees perceive as pros and cons in working for White Eagle, specific recommendations will be made for actions to be taken.

HYPOTHESIS

It is reasonable to expect this study to identify three to four major problem areas which are inhibiting the ability to recruit and retain a quality temporary workforce. I believe that the study will also point out barriers to building an "ownership" attitude among
staff in the organization and their job. It is expected that a perceived lack of training and orientation will be a common thread to both problems. By identifying these perceptions we will be able to implement the proper programs and strategies to deal with the problems.

DEFINITION OF TERMS

Empower: Providing the staff with the tools and authority to make necessary decisions.

Hospitality Industry: The service fields which includes food, restaurant, hotel, resorts and travel.

Part Time Staff: Staff that generally work less than forty hour work weeks.

Permanent Staff: Employees who work at least forty hours per week in a year round position.

Quality Workforce: For the purpose of this study, this term will refer to a group of dedicated, highly motivated workers who are happy in their positions and provide a high quality service to the customer.

Temporary Employees: Employees who are hired for a short, specified period during the year and are not entitled to the benefits of a permanent staff member.

ASSUMPTIONS

Ideological: This study will gather information from questionnaires and in-depth, personal interviews. The researcher assumes that hiring a high percentage of temporary employees and the resultant turnover cause broad based motivational problems, but care will be exercised by the researcher to ensure his conclusion not influence participant's responses.
Procedural: The researcher will design the questionnaires and interviews with the intention of reducing bias. The researcher will attempt to control bias of the questionnaire by distributing them to all employees with a system set up to return them to the researcher in an anonymous manner. To guard against bias on the part of the researcher in the interviewing process, considerable effort will be given to being conscious of body language throughout each interview. It will also be important to ask exactly the same questions to each employee.

SCOPE AND LIMITATIONS

The main limitation to this study is that the feedback information will be gathered from a group of workers who are currently working for the conference center or have been employed in the past six months. The study is limited by the background of the group because most of them come from a rural setting. The amount of alternative employment in the area limits the validity of the results when trying to apply it to another operation. The shortage of alternative employment opportunities in the area will also limit the study in that permanent employees may be tempted to respond in a manner that they feel will secure their job.

The researcher's intention is to provide a guideline to providing an organizational atmosphere that promotes employee pride and retention. This framework will be appropriate for other organizations of similar size and resources as the one studied.

PROCEDURES

The population for this study will be all permanent and temporary staff of the White Eagle Conference Center who are currently working or have worked for the organization in the past six months. This group will include staff from guest services,
support services and administration. The sample will be made up of supervisors, entry level workers, salaried and hourly employees.

The independent variables will be the specific problems caused by heavy reliance on temporary employees. The dependent variable will be the measurable effects on the overall effectiveness of the organization. The intervening variables would be specific factors that may influence behavior: age, length of work, experience, level of authority, career path, etc..

Information will be gathered from a questionnaire which will ask questions to identify the current level of job satisfaction. These questions will be extrapolated from various sources and will be supplemented with questions designed by the researcher. The intent is to ask questions specific to the operation and staff being studied, and thus narrow in scope.

Additional information will also come from face-to-face interviews with employees. These interviews will consist of approximately eight to ten open-ended questions which will all be done at a location of the employee's choice. The staff member will be asked to clarify the answers and elaborate as necessary. The answers will be recorded in notes as well as on audio tape.

The information gathered consolidated and analyzed to identify actual or potential human resource problems.
LONG RANGE CONSEQUENCES

Should the findings of this study be in accordance with the hypothesis, specific processes should be developed and implemented to address the problems identified.

Should the results be contrary to the hypothesis, then further studies should be conducted to examine how to successfully utilize a temporary work force.

Should the results be ambiguous, then further studies should be conducted.
CHAPTER 2

Literature Review

The research for this project will review articles on the use of temporary labor, with a particular focus on the temporary work force in the hospitality industry. The key issues discussed will be training, motivating, and retaining temporary workers. The researcher has used journal articles and recent studies to identify the problems which cause turnover in temporary employees. There is a discussion on the cost of turnover, what temporary workers want from their jobs, why they leave and what can be done to keep them.

What is turnover?

It is necessary to first understand what turnover is before an organization can begin to create a plan of action to reduce the amount of turnover. Since all employees leave eventually, not every departure should count as turnover. “Turnover is losing people you did not want to lose when you did not expect to lose them” (Marvin 1994, 20). “Staff turnover is the term used to describe the movement of staff into and out of work with a firm or an establishment (Magurn 1977, 79). Marvin (1994) states that turnover is not the problem but rather is just the symptom. He says that the underlying causes of turnover are probably not what an organization think they are.

Gee(1988, 228) defines turnover as “the number or percentage of employees separated from their employment during a particular period of time.” The formula is:

\[
\text{Employee turnover} = \frac{\text{Number of separations}}{\text{Number of employees}} \times 100
\]
One study of employee turnover among hotel workers showed that the magnitude of the retention problem may vary slightly by department, but that there were certain causal factors that could be identified that cut across departmental lines. These factors include the quality of supervision, working conditions, selection and training, group cohesiveness, career opportunities, job status, pay, and benefits. (Wasmuth and Davis 1983, 72,73)

The questionnaire designed for this research project targets the factors identified by Wasmuth and Davis. The survey used in this study identifies some of the underlying causes of turnover at White Eagle. Identifying the causes of turnover will help in creating an environment that encourages the best people to remain with an organization, work together easily, and provide exemplary service to guests. Marvin (1994) points out that it is the same environment that makes staff want to stay that will also make guests want to return. High turnover rates do not have to be accepted as the norm in the hospitality business.

The Cost of turnover

Turnover can be a major expense to an organization. High turnover in an organization’s work force can have a negative impact on the quality of service provided. Inconsistency and poor service will discourage repeat business. Drummond (1992) says that it can take as much as five weeks to fill a vacant position when a business considers recruiting, interviewing, selecting, and training. The longer the position goes unfilled, the higher the cost will be.

“Hotels in general have a 40% average annual turnover in their work forces, according to a study done by Honeywill, Inc.” (Sassler 1987, 1). The study found that the
average cost of hiring and training each new employee is approximately $1,100. These
cost cover selection, placement, on-the-job training and separation. There is also a cost to
the operation caused by the impact of poor performance. An organization should develop
a program that will teach managers to understand the financial impact of employee
turnover. If supervisors are aware of the factors that are involved in retaining a quality
work force, they will be able to support employees in a positive manner and will help to
reduce turnover.

According to the latest *Restaurant Industry Operations Report*, sponsored by the
National Restaurant Association, the typical operation has a turnover rate of 95% a year.
Using the median turnover rate and expense figures supplied by The Uniform System of
Accounts for Restaurants prepared by the National Restaurant Association, (Marvin 1994)
provides an example of a sample restaurant doing $1,000,000 in sales. In his example,
Marvin shows that a difference between high turnover and low turnover could be as much
as $220,000 a year in lost revenues. Just as in other operating expenses, there are direct
costs and indirect costs associated with turnover.

**Direct cost**
Recruiting cost--newspaper ads, materials, HR staff time
Payroll expense--orientation, training, counseling, administrative paperwork
Unemployment claims
Overtime hours--while position is open
Uniforms
Employee materials

**Indirect cost**
Inconsistent guest services--lower reputation, negative word-of-mouth, reduce repeat
patronage, lower sales
Increased waste--increased product cost
Lower production--increased labor cost
Lower staff morale
Who uses temporaries?

When discussing the use of temporary employees, we should consider the types of businesses that use temporaries and then research why they use them. We also should look at how these temporaries are used. This research will include some current statistics as they relate to the businesses being researched. The research will also identify the type of atmosphere that promotes the use of temporaries as well as the advantages that temporaries bring to the work force.

It is helpful to group part-time work positions into three broad categories: Short-time, secondary, and retention-quality. Short-time employees are used by cyclical businesses (e.g., construction). Most of the cyclical businesses use the short-time employee on a part-time basis. Secondary part-time jobs are characterized by low skill requirements and low pay (e.g., fast food servers). These part-time workers are the classic “secondary” labor market—relatively cheap, given few fringe benefits, assigned relatively unskilled tasks, and not expected to show any long-term commitment to the organization. Organizations create retention-quality jobs to attract and retain highly skilled employees whose personal lives prevent them from working full-time. This is particularly true for women with young children. Indeed, in many ways, the retention-quality segment of the part-time job market is quite similar to the classic “primary” labor market (Feldman and Doerpinghaus, 1992, 61). Feldman and Doerpinghaus (1992) point out that the part-time labor market has grown from 12 percent of the total work force in 1957 to over 20 percent in 1992. They state that there are over 20 million part-time employees now working in the US. In many service industries, such as retailing and restaurants, over 50 percent of the workers are part-
time. In many cases there are shortages of part-time workers to fill the many openings that exist. The reason that the use of temporaries is so high in the service business is because there is no way to stockpile a service. Employers must have the help only at the time that the service can actually be provided. As our society experiences a increase in the size of the service industries, there will probably be an even larger growth in the use of temporaries. According to Uchitelle (1993) there is also an increase in the use of “temps” in manufacturing jobs. He says that because the economy has surged and faltered so often since 1990, manufacturers are using temporaries as insurance against another falter. He points out that this new class of temporary worker is also much cheaper than a permanent employee and with a steady unemployment rate of about 6 percent, it is fairly easy to fill these positions with sufficiently educated and skilled people. This reasoning for using temporaries in manufacturing jobs also transcends to the service industry. The industry as a whole is able to adapt to sudden economic rises and declines by using temporaries.

Why use temporary employees?

There are a number of possible motivations for using temporary staffing. Among those mentioned by Abraham (1988) are: variability in demand, special projects, seasonal needs, fluctuation in the labor supply of regular employees, fill vacancy until regular employee is hired, and fill in for absent regular employee. “Using temps avoids the trauma of frequent hiring and firing” says Margo Berk-Levine, president of the National Association of Temporary Services: “It's good for morale, because (employers of temporaries) don’t get rid of their permanent staff (Rubinstein, 1986, 74).”
There are many advantages to an employer in using a temporary work force. Some of these benefits overlap one such as flexibility and peak period coverage, but each can be a separate reason for a company to use part-time employees.

Benefits & Overall Cost

There is a substantial savings to an employer by using a temporary instead of a permanent employee. There is a savings in direct labor cost because “temps” usually make less pay per hour and the hours used are during peak periods only. There are additional payroll savings as temporaries do not generally receive fringe benefits such as health insurance, retirement plans, sick days, vacation, etc.. Simonetti, Nykodym, and Sell (1988) point out that 37 percent of a company’s payroll goes to cover these benefits. Davis-Blake and Uzzi (1993) hypothesize that the higher the level of fringe benefit that an organization offer, the more likely they will be to use temporary employees. Not having to pay these benefits cost is one of the biggest advantages to using temporary employees.

Flexibility

The flexibility that comes with working as a temporary can give workers an increased sense of freedom. This freedom can promote increased productivity which is attractive to employers. The flexibility of “temps” also allows employers to do creative scheduling and by giving the employee the choice of hours, can increase productivity levels. Messmer (1990) points out that temporary workers can bring a fresh and creative approach to assignments. These employees are not concerned with how the job has been done in the past and look at each assignment as a new experience.

Ease of Termination
There is an advantage to the company in hiring a temporary person because they can terminate them much easier than permanent employees. Human Resource laws are less stringent on terminating temporaries. It can be as simple as not scheduling the employee or reducing their hours until they are forced to move along.

**Productivity**

The ever-increasing pressure for higher productivity has also prompted management to rely more heavily on the use of temporaries. They are discovering that in many types of work temporaries are more productive than permanent employees. A Department of Labor study indicated that temporary employees are doing productive work 90% of the time, whereas permanent workers are being productive only 65-80% of the time. In another study, it was shown that a permanent employee uses an average of 4.4 hours out of an eight-hour day in a productive manner (Nye 1984).

**Peak Periods**

Most businesses experience peak periods in their business cycles. It is the businesses that are more susceptible to these peaks that get the greatest advantage from using temporary workers. Supplementing the full-time work force with additional help at the busiest times can be very motivational to the regular employees. Permanent staff may view the extra help as the company’s commitment to them by providing them with the necessary tools to do their job. This also shows that the company is committed to keeping labor cost down but will accept the expense when the revenue warrants it. Use of temporaries can instill a confidence in the permanent workers that they are more insulated from layoffs than they would be if everyone in the company had full-time status.
Reduce Overtime

When a company uses a large number of “temps,” they can schedule them so that the company does not incur a large amount of overtime hours. If management has a pool of part-time workers to call in, they can use them when a regular employee reaches overtime status either for the day of for the week. Reducing overtime is not only a cost saving benefit to the company, but also reduces the amount of burn out in employees and will keep the regular employees more productive.

Add Diversity

Some organizations use temporaries in routine type jobs that a permanent employee might see as boring, unattractive or dull. Simonetti, Nykodym, and Sell (1988) think that an organization could improve performance and productivity by rotating fresh people into the job before the old ones get burns out. Temporaries are often used to fill a specific need within an organization. They may be able to offer a skill or specialty that is not currently in the labor inventory or which is only needed on a limited basis.

Avoid Unions

Organizations may elect to use temporaries to neutralize union activity. By keeping the workers hours limited, the company can limit the number of employees that are eligible for union status. Temporary workers can be used to remind permanent employees that there are alternative sources of labor who are readily available to replace the workers who use unions or who express dissatisfaction with the workplace.

Pre-select Permanent Staff
Some companies use temporary workers as a screening process for permanent positions. By hiring a person as a temporary, the employer has the opportunity to check out the worker's knowledge, skills and abilities in a real life situation. This can be a good way to fill full-time positions only if the employer does not give the temporary employee any false promises. There is an incentive for temporaries to achieve if the company has a history of filling full-time positions with someone from their temporary pool.

What type atmosphere promotes the use of temporaries?

Major factors that seem to foster the use of temporaries are the size of the business and amount of specific training needed to perform the job. In a study done by Feldman and Doerpinghaus (1992), there is information that would suggest that organizations would be wise to link their human resources policies covering part-time employees with their overall strategic goals. How the company plans to compete in the marketplace can determine the level at which they will use temporary help. If, for example, a company wishes to offer low-cost goods and very basic services, then it would be appropriate to hire low-cost, easily replaceable, easily trainable part-time personnel. On the other hand, the company may desire to compete in the market on the basis of customer service. In this case it would be advantageous to the business to employ more highly skilled and more organizationally committed employees. This seems to be in contradiction to what many so called service oriented businesses are actually doing.

Many organizations who make a commitment to provide impeccable customer service are in a business that doesn't require personnel with extensive training. These workers typically are low paid and the turnover rate is extremely high. This makes it very
difficult for the employer to receive much company commitment to any of its organizational goals. If a job requires a great deal of job specific training, it is less likely that the position will be filled by a “temp”. Jobs that require little training are more often given to temporaries. “The larger the size of the establishment, the less it will use temporary workers” (Davis-Blake and Uzzi, 1993, 204). Their reasoning for this is that large companies have more people available to draw from than small firms. A larger company is more likely to have some slack employees who can meet the temporary needs. This would be true in the cases of sick days and vacation time. In large firms, it is more likely that a current employee would be able to cover the duties for the missing person, whereas in a small operation, it is not likely that an extra person will be available.

The hours that an operation does business, along with the amount of business increases it experiences, will also be deciding factors in using temporaries. Companies whose business is steady will be less reliant on part-time help. Retail and service businesses will use temporaries more to fill in on odd hour shifts and to respond to an increase in business. As “service” continues to be the buzzword of the nineties, people will see employers use temporaries even more. Businesses that haven’t relied greatly on temporaries in the past will be forced to do so if they desire to provide the customer with the level of service that is desired. We have become a service society who place a value on service. Only the companies who are able to provide these services will survive. This will include companies being open longer hours and perhaps more days of the week. Many businesses are open 365 days a year now and use part-time help to cover all of the days and hours.
Retaining Temporaries

As noted by Mill (1989) the hospitality employee of the future will be different from those of today. The industry will rely more heavily on women, Hispanics, senior citizens, the handicapped and part-time workers. Mill (1989) notes that there is an up-front cost in recruiting, training, and retaining temporary employees, but the long-term payoffs will offset the up-front investment.

It is important to understand why workers leave in order to identify possible solutions for retention. A list of reasons why people leave jobs is provided by Marvin (1994). Marvin’s list includes the following:

- Lack of recognition or reward
- Lack of teamwork
- Incompatible management style
- Ongoing conflicts
- Quality-of-life issues
- Lack of control
- Stress
- Politics
- Pay versus effort (The employee feels that the pay is not enough for the amount of effort they must put forth)
- Poor communication
- Poor recruiting
- Lack of orientation
- Lack of training
- Ineffective supervision
- Lack of leadership
- Job inequities
- Lack of management understanding (Management doesn’t understand the requirements of the job)
- Boredom
- Lack of job security
- No opportunities for advancement
- Not enough hours
- Lack of benefits
• High turnover
• Lack of standards
• Lack of respect
• Lack of feedback
• Sexual harassment
• Racism
• Personal reasons

Dennis Minchella, vice president human resources of Mobile, AL-based Morrison Inc., says a company must clearly articulate and consistently practice retention methods, "It only starts to happen when senior management becomes tuned into how important retention is," Minchella says. Tom Gathers, vice president human resource and training of West Roxbury, MA-based Uno Restaurant Corp., notes that tracking and analyzing retention is a useful way to bring the issue to managers' attention. (Wolson 1991, 65,66) Minchella stresses some key areas for retaining hourly employees which include: Improved recruiting; understanding the employee profile that you are targeting; training managers on how to select the right people; and look for some nontraditional training methods that are fun and interactive. He also advises companies to build a sense of belonging by listening to staff members, giving feedback, involving them in committees, and in recognizing them.

It is important for employers to stay in touch with their staff's personal and professional needs. Truly taking an interest in each employee is the only way to do this. The company needs to incorporate retention and quality of life in its value system. Many organizations become too focused on the bottom line, and the profit and loss goals of the company, while people become a minor issue.

Denton (1992) observes Federal Express as one company that has been able to keep employees. Federal Express has a staff turnover rate of approximately 1%. Denton points out in the article that what companies can learn from Federal Express is that
retaining employees is related to recruitment and to employee relations. Although Federal does over $5 billion in revenues, their management policies can be adapted to all sized operations.

Post Hire

While good recruitment is vital, it is what happens to new employees after joining the company that determines whether a company will retain them. Federal Express uses a philosophy they define as “people, service, profits.” (Denton 1992, 10) Top management at Federal believe that people come first in the phrase because they are what determines the success of their business. The company adheres strictly to a promotion from within policy and a career progression policy. These policies show the company’s commitment to the development of the staff. Federal also offers employees a tuition refund program and the author points out that it is not by accident that they employ a large number of students.

Incentives

Awards programs can be used as incentives to reinforce desired behavior. These programs can enhance the job and increase retention rates. Awards programs should motivate staff, encourage superior performance, provoke new ideas, and build team spirit. All of these factors can help to increase retention among temporary employees if they are included as a part of the program in the same manner as the permanent staff. Often times, these incentive type programs, if offered, are restricted to include only full-time permanent staff. Denton (1992) points out that Federal Express offers all of its employees a chance to earn $100 to$25,000 for suggestions and ideas that are implemented. Temporary employees bring a fresh look at a company that, if tapped, can produce many new ideas.
When these ideas and suggestions are acted upon, a message is given to the employee that says that they are important to the organization.

**Communication**

Communication is a key issue in retaining temporary employees because it is a method to make the staff member feel important to the company. There should be an easily accessible communication link between the employee and top management as well as other areas of the company. Temporaries are often excluded from such communication devices as department meetings and staff memos. There should also be a clear and easy procedure for temporary staff members to file a complaint. Federal Express, as noted by Denton (1992), has a communication tool known as "Guaranteed Fair Treatment Procedure," which gives each employee the right to have any eligible issue go through a systematic review by progressively higher levels of management. This program helps ensure that all personnel have a way to discuss complaints with management without fear of retaliation.

Surveys are another communication tool which can be used to effectively receive employee feedback. The surveys should be anonymous to ensure that it is a fair and accurate gauge. Management can use the results of surveys to find specific areas for improvement. The survey used to collect data for this research project will be useful to White Eagle in identifying areas within the company that may be causing turnover problems and hindering its ability to retain quality workers.
Mentoring

Art Deegan, visiting professor of business policy at Eckerd College, says, “After hiring, the key to retention, is to adhere to the philosophy that mentoring and coaching is not just an orientation, but must be continued throughout a staff member’s career.” (Wolson 1991, 72) This type of mentoring system will involve training first line supervisors to be positive role models and motivators. Mentoring, in this case would involve having managers and supervisors act as a counselor to other employees. This could be used for full and part-time employees and would be very beneficial to retaining part-time help. Mentoring would be an effective way to monitor each staff members job satisfaction as well as their development within the organization.

Terminating

Talking about termination’s when discussing retention of employees may seem a bit strange. However, keeping less than productive employees sends the wrong message to good employees a company is trying to keep. By keeping bad employees, it may look to other staff that the organization is rewarding sub-standard performance. Tom Gathers of Uno Restaurant Co. says, “Fire the people that need to be fired--get rid of dead weight. If you have a great business and you have high standards and you eliminate the people who don’t deserve to be there, then the others will stay” (Wolson 1991, 72).

Motivating temporaries

“Employees today have different needs than they had 20 or 30 years ago. They want to be treated first as individuals, and second as employees. They do not automatically give loyalty and commitment in exchange for their paychecks.” (Drummond 1992)
both permanent and temporary employees, motivation is the key to productivity. If an organization can determine what motivates their employees to perform, they can maximize their contribution to the operation. Managers can gain an understanding of what makes temporary employees tick by first finding out why people take temporary positions.

Some of the reasons people work temporary jobs are:

- Flexible work schedules
- Exposure to a variety of companies or industries
- To gain experience in a particular field
- Supplemental income while looking for full-time employment
- Supplemental income to a permanent position
- To try out a company
- To try out a profession

It is noted by Marvin (1994) that most employers believe that the main concerns of food service employees are pay, benefits, and job security. However, when the employees are asked what their primary concerns are, the answers are different.

Long time industry educator, Brother Herman Zaccarelli, notes a survey in which food service workers say that the three main things they want from their jobs are:

1. Appreciation for the work they do
2. Being "in" on things
3. Help with their personal problems

Marvin (1994, pg.4) states, "Higher wages, while a factor, placed fifth on the list.” Marvin also says that high wages alone will not be enough to keep good employees if the working conditions and quality of supervision is substandard.

It is possible to cause turnover by increasing pay. This will happen if the worker sees the money as an attempt to buy them in exchange for continued abuse. As Marvin
(1994) points out, money cannot atone for neglect, lack of compassion and respect, or poor working conditions.

In the early 1990s a series of national surveys conducted by Hire Midwest of Stillwater, MN measured the satisfaction level of hospitality industry workers concerning such things as pay, organization, working conditions, rewards, opportunity for advancement, training and supervision. Among other things, the surveys found that part-time and seasonal workers were less satisfied than full-timers. They also found that people working over 40 hours have the highest level of satisfaction. Workers over the age of 36 were the most satisfied full-time employees, while those over the age of 61 were the most satisfied part-timers.(Marvin 1994, 50)

In a study done by Feldman and Doerpinghaus (1992) over 700 part-time workers from the service industry were polled on their reactions to six key job factors.

Pay

The survey found that part-time workers with permanent positions make a lot more money than seasonal employees in the same positions. The study also showed that because they make more money, they also tend to be more satisfied with other aspects of their jobs.

Benefits

Of twenty eight benefits listed in the survey, the one that was rated the highest was vacation leave. The study found that part-time workers were much more likely to receive fringe benefits if they had worked for their employers a relatively long time, and if they generally worked more than twenty hours per week. Managers have been attracted to using temporaries because they are less expensive, especially in terms of
fringe benefits. The results of this study indicate that employers may have to offer some fringe benefits to attract and retain quality workers.

**Design of Work**

The study showed the importance of offering part-time workers challenging task. They desire autonomy in their jobs as well as responsibility. Suggestions from respondents to improve their positions included; rotating job assignments; providing on-the-job training; and improving communications.

**Co-workers and customers**

Part-time students consistently said they were pleased with their co-workers. Many people work for the social interaction. It is important that individuals have a positive social experience at work. For some this interaction is between the employee and the customer as well as between co-workers.

**Supervision**

There were no significant differences identified by the study between permanent and temporary part-timers in their satisfaction with supervisors. Students in the survey, however, did note their pleasure with managers scheduling hours around their classes. This flexibility is very important when using a temporary work force.

**Scheduling Flexibility**

A main concern in the decision for some people to work part-time rather than full-time is how well they can integrate their work life with their personal life. How successful an employer is in scheduling temporary workers around the other commitments in their lives will dictate the satisfaction of the employee and therefore how long they stay with the organization.
Training and orientation of temporaries

“Orientation is the act of familiarizing new employees with the physical layout, informing them of the general policies and procedures of the establishment, and introducing them to their co-workers. The purpose of orientating new employees is twofold: to impart knowledge and to motivate.” (LaGreca 1988, 19)

Orientation is used to make a new employee feel comfortable. The orientation procedure allows the company to let the employee know what is expected of them. Orientation can improve the staff member’s motivation by projecting a positive image of the organization through a thorough orientation. Staff members will see that the rules are important if someone takes the time to explain them to them. By simply spending time with them, a new employee will see that management values them as important to the operation. Conversely, when a employee is dumped into a position, it sends a message that the employee or the job is not important.

LaGreca (1988) notes that there are usually 20 or more points to cover in an orientation program and it is difficult to remember them all without a checklist. There are many aspects of the job training that can be delegated to subordinates, but the orientation should be carried out by the general manager or owner. In many operations, the manager does not interact with all employees on a day-to-day basis. The orientation process gives the manager a chance to develop a relationship with each new employee. This is also a good opportunity to communicate the company’s vision.
and standards. Some of the items that LaGreca (1988) recommends including in an orientation checklist are:

**Introduction to the company**
- Welcome
- History and organization of comp.
- Philosophy

**Benefits**

**Policies**
- Dress Code
- Conduct
- Attitude
- Job performance
- Pay procedures
- Safety
- Sanitation
- Miscellaneous other policies
- Disciplinary procedures

A lack of proper training can cause undue stress for employees. This is especially true of temporary staff because they frequently work during peak periods when it is difficult to learn. It is important that temporary workers receive the same orientation as full-time permanent employees. There is a tendency to invest less time on training and orientation because temporaries usually work only a few hours a day. LaGreca (1988) notes that training produces confident and competent employees and instills good work habits. Training has a heavy effect on an employees' performance and, in turn, on the operation's profitability. A lack of proper training can cause the staff member to become disgruntled. They may resent the manager, the organization, and even the customers. Much of the turnover that is experienced in the hospitality industry occurs during the first 30 days. A large portion of this turnover can be attributed to the lack of training for new employees.
"Formal training programs, from orientation and on-the-job training through professional development and managerial training courses, should be established with three primary goals in mind.

1. To create "service" awareness and an understanding of the importance of quality standards;

2. To build employee morale, confidence, and professionalism;

3. To instill the desire to maintain and improve existing skills and attitudes" (Gee 1988, 241,242).

Recruitment

Effective recruitment practices are important to the organization's long-term success. Recruiting mistakes can be very costly. This is especially true when using a large number of seasonal employees. In the case of White Eagle, many employees are hired only for the months of June through August. Therefore, a recruiting mistake does not allow the company enough time to find a suitable replacement.

It is pointed out by Phillips(1987) that summer employees should have a strong interest in the organization, the type of work they are pursuing, and the organization's industry. When using a large number of students, as White Eagle does, it is important to keep in mind that there is more likely to be a greater interest from people who have chosen hospitality as their career or at least have an interest in the industry.

According to Gee (1988) the recruitment function includes forecasting work force demands and studying the local labor market to design a program attracting sufficient numbers of qualified employees. Being that a majority of resort type properties are in
remote locations which are sparsely populated, it is important to have active involvement with the local community. Involvement in the community will help in recruiting efforts if a positive image of the organization is projected. Gee (1988) points out a number of recruitment techniques developed by the Bonaventure Resort and Spa in Fort Lauderdale, Florida. The resort has business cards printed for all employees to pass out to acquaintances. They also give monetary incentives to employees who make employee referrals. The incentives are increased based on the length of time the new-hire remains with the company. The human resources director telephones other service businesses in the area to make them aware that they are willing to employ some of their help in part-time positions should they be laid off. The resort has established a 24-hour job line with a recording of all positions available.

The affect of turnover on the “stayers”

There have been a number of studies done which focus on why employees quit. Recently, however, there is research beginning to question what effect turnover has on the people who stay with the company.

“Stayers may attribute their colleague’s departure to reasons such as a better job elsewhere, job dissatisfaction, a family illness, or the transfer of a spouse” (Sheehan 1991, 63). The stayers attitudes and behaviors can be affected by the reason that a fellow staff members leave. In a survey of stayers’ responses to actual and hypothetical incidents of turnover, Sheehan (1991) found that when a co-worker’s reason for quitting reflected negatively on the stayer’s job, the stayer became dissatisfied with his or her job. Stayers respond to a co-workers departure in a number of different ways
says Sheehan. They may be happy for their colleague, although envious of their new opportunities; sad to see a friend go; or even angry at the employer for not trying harder to keep them. Constant departures of co-workers may even cause the stayers to re-examine their own situation.

Surveys

Efforts to achieve quality require involvement from employees. One way to get that involvement is to survey employees and then act on the results to gain the staffs’ commitment to quality and the organization. Linkemer (1991) lists seven steps for using an opinion survey to empower employees and gain their commitment. The seven steps are:

- Consultation-with employees
- Question selection and survey design
- Implementation and administration
- Data collection
- Data presentation
- Analysis
- Action planning

These steps were used by the American Red Cross to design a customized employee-opinion survey. The Red Cross said that using the opinion survey to gain commitment and empower employees takes time but that they learned three valuable lessons.

1.) This type of undertaking can not be successful without the total support of top management.
2.) Survey results are useless unless they are part of the management process.
3.) The greater amount of involvement by employees will mean greater success in the survey process and its outcomes.
In an article by Hise (1994) the Wild Oat Market is cited for their success in using employee surveys to generate enthusiasm among staff. The owners developed the survey because the company had grown and they felt that they had lost touch with the front-line workers. They made the questionnaire fun and reflected the company's offbeat attitude. The questionnaire consist of ten questions which asks each employee to rate morale and job satisfaction. The survey is anonymous but some people volunteer their names. The survey is done twice a year with the results computerized and reviewed by the owners. Many changes have come about at Wild Oats as a direct result of the surveys. These surveys not only help raise morale, but also can be used as a great communication tool for an organization.

Michael Gilliland, founder and owner of the company, says "since Wild Oats started conducting the surveys, turnover has steadily declined" (Hise 1994, 73).
CHAPTER 3

Analysis of data

The survey was sent to 93 employees. Of these employees, 22 were permanent and 61 were temporary. Total responses were 51 for a return rate of 54.8%. There were 17 responses from the permanent employees (77.3%) and 34 responses from the temporary employees (55.7%). The lower percentage of return from the temporary staff is likely due to the time of the study. The survey was sent in the fall when many of the temporary staff were in school. The survey might have been conducted at a different time; but with a response rate of 55.7%, the researcher has captured an accurate representation of the group.

In studying the data from this survey, it becomes evident that there are a number of things that this company can do to help in the areas of training, motivating, and retaining their work force. Here following is an analysis of the survey questions whose data bears the most relevance to the study.

Overall the data tends to support the idea that there is a lack of dedication to the long term success of the company on the part of temporary employees. This is cited in question number 5, "I care about the company," where only 29.4% of the temporary staff indicated that they strongly agree as compared to 58.8% of the permanent staff who strongly agreed (See figure 3.01, page 50). This is also consistent to the responses from the two groups to question number 11, "I am proud to work at White Eagle," where only 32.4% of the temporary employees strongly agreed but, 52.9% of the permanent staff strongly agreed. The responses to the other questions help to define why there is such a difference in the staff’s feeling toward the company.

In the following analysis of some of the specific survey data, there are some possible explanations offered. The underlying common thread seems to be more of a
motivational issue rather than a lack of training as was originally hypothesized. However, a formal training and development program is not in place and could be a large help in identifying some of the problems in getting staff to buy into the long term company goals. A formal orientation program would also be a place to define the company’s goals and its staff training and development policies as well as the organization’s expectations from its staff.

Permanent vs. Temporary Staff

In question number 3, "Permanent and temporary staff are treated equally and fairly," there is a noticeable difference in the number of respondents who either disagree or strongly disagree with this statement. By combining the numbers who disagree and strongly disagree, 44.2% of the temporary staff disagree with this statement while only 17.7% of the permanent staff disagreed (See figure 3.02, page 51).

It appears that temporary employees are less convinced that they are treated equally and fairly. The first question that comes to mind is; do they feel they are treated the same as other temporary employees, or is there concern with how they are treated in respect to the permanent staff? It is possible that many of the temporary staff have much different expectations of their jobs than the permanent staff. Perhaps the permanent staff are more fulfilled in their positions and therefore they feel they are treated fairly.

It is possible that many people will answer this question only as it relates to them. They may not think about others in the organization and how they are being treated when answering this question. As long as they feel they are being treated fairly, I don't think they would consider other instances within the organization. There are a number of items to consider when discussing equality among employees. It is difficult to know without further research which things would be the top priorities to the individuals when answering an equality question. Some of the things that the employee may be considering for this
question are; pay, vacation, uniforms, scheduling, job duties, communication with supervisor, etc.

I think that the discrepancy in the responses between these two groups as it relates to this question comes from a feeling of "us and them" between the two groups. The responses seem to indicate that these two groups are treated differently. The current policies regarding pay, vacations, holidays, uniforms, and insurance benefits are probably the major contributing factors in dividing the two groups. The length of time that temporary workers are actually employed also contributes to the feelings of inequality. Many of the temporary staff are only employed for 2-3 months. This may be causing them to feel like outsiders when they are put into service with a group of staff who are used the year around. Supervisors are spending more time communicating with the permanent staff and should make a genuine effort to divide their time among all employees. The past lack of a formal orientation program may also be adding to this problem. An orientation that explained everyone's position and job duties within the organization may help both temporary and permanent employees to understand their role within the company. A forum should be offered so each employee could discuss and understand their and the company's expectations. This should be added into the initial interview process.

I think there are a number of other things that could be done to achieve fairness between the two groups. By placing a few temporary workers in supervisory positions, it may give other temporary workers a different view of the fairness issue. The temporary workers would see that there are possibilities for promotion within their job and also would see that the management views them as an important part of the operation. More should be done to eliminate items that separate the two groups. Temporary and permanent employees currently wear different uniforms. This is due to the short periods that many of the temporary staff are employed and the high cost of supplying uniforms to staff that are used on a limited basis. This could be causing temporary employees to feel they are not
being treated equally with the permanent staff. Temporary staff are often omitted from staff meetings and therefore they are often left out on much communication. This could be solved by rotating all employees into staff meetings so that everyone is participating.

Training and development outside of the company has always been reserved for permanent staff. Some development actions could be initiated that could include people from both groups. These actions might include some formal computer training for temporary staff who work at the front desk or some customer service seminars for all staff throughout the organization. In the past, off site seminars have been used for permanent staff but do not include temporaries. Temporary workers are expected to learn from the permanent staff.

There should be some social activities developed that would bring the two groups together outside of the normal work day. These could either be something formal that is sponsored by the company, or may be informal gatherings as long as they were including people from both groups. One way to get participation in these types of events is to let a team of interested staff members choose, plan, and execute the activity. This team should be made up of a cross section of staff making sure that not all members are from any one department, age group, gender or marital status.

Teamwork

In question number 7, "There is little or no feeling of teamwork," there is a marked difference between the two groups that has 5.9% of the permanent staff strongly disagreeing with the statement and 23.5% agreeing, while 23.5% of the temporary employees strongly disagreed and only 8.8% agreed (See figure 3.03, page 53). There could be a number of reasons for this difference, two of which could be what people believe about teams, and how they should work together as well as how they define the term in "team." A majority of the temporary employees are younger, high school and
college students. They may feel that the amount of teamwork that takes place here is normal or above. However, permanent employees may have more experiences to compare to than do the temporaries.

This question does not ask whether there is sufficient teamwork throughout the organization and therefore, the respondents may only be referring to their own small work groups. The temporary workers who are hired for a specific period and for specific jobs, such as summer lawn mowing or catering, are usually concerned with only their own work group and work space. Permanent staff tend to be more concerned with not only their own work team and how they interact, but also how their group works with other teams throughout the organization.

Another explanation for this difference might be that the permanent employees don't get the opportunity to get to know the temporaries as well as they might like and could be associating this with a lack of team work. The temporaries tend to work together more and build relationships with each other. This could be being perceived as team work, when in reality it may be simply the forced association of one temp working with other tems.

There are a couple of things that I think should be done to address this area. As mentioned in regard to question number 3, placing some of the temporary employees into supervisory roles would get them involved more with other departments. This would also put them in contact with more of the permanent employees. Overall, I think there needs to be more communication and contacts between the permanent and temporary employees especially between departments. There should be a concerted effort to have everyone know everyone else within the company. One way that this could be accomplished is to have some of the permanent staff attend all orientation programs for new staff. Another way to build relationships between the permanent and temporary employees would be a mentoring type program where each new temporary employees was matched with a
permanent staff member who would be responsible for introducing them around the company and spending time to explain various aspects of the operation. It would be important that these matches were interdepartmental with the idea that they would help to build relationships between departments and therefore foster a greater feeling of teamwork among the different work teams.

Presence of Leadership

Survey statement number 8 states, "There is a lack of leadership in everyday management of the company." There is a large difference in the responses of the two groups as 23.5% of the permanent employees strongly disagreed while 41.2% of the temporary employees disagreed (See figure 3.04, page 53). Although there is a low response rate to this question with both groups having "no opinion", the statistical differences between the two groups is important to note. This difference could be explained by reasoning that the temporary employee receives more attention in a shorter period of time than do permanent employees. The training and direction is usually given by a manager so the temporary worker may be defining "attention" as "leadership".

Why does it seem that the permanent employees feel a greater lack of leadership? In all probability, the two groups are defining two different sets of leaders. I believe the temporaries are referring to their immediate supervisor whereas the permanent staff are referring to the top management of the organization. The temporary staff has very little contact on a daily basis with the top management and would look to their immediate supervisor for direction and leadership. Most permanent staff in this company are in some type of supervisory position when the operation is in full swing. Permanent staff have greater contact with top management and would most likely consider them as the source of leadership on a daily basis. It appears that the majority of the temporaries are very pleased
with the amount of leadership provided. It also is obvious that not all of the permanent staff are as pleased as the temporary staff with the leadership that they are receiving.

This gap could be closed by implementing regularly scheduled times for the top management to be available for all employees. I think that when things are running smoothly, people do not look for leadership. Leadership is the silent hand guiding behavior throughout the organization. However, when something comes up that is a bit out of the ordinary, people will tend to look for some direction. If direction is not readily available, a worker becomes frustrated. The solution to this is to make sure that all employees know what procedure should be followed when the unexpected happens. This can usually be accomplished through very thorough policy and procedure manuals. Giving staff the authority to make decisions can also help to eliminate the need for getting approval for every low level decision. The confidence required to accomplish this needs to come from the top management. There will, however, always be the need for staff to have top management available to them. Judging from the responses to this question, the permanent staff do not feel that they are getting enough direction on a daily basis. Management should set in place some programs that will make the staff feel more comfortable in their work. I suggest some regularly scheduled time spent each day with as many of the staff as possible and also a procedure put in place that will make each employee aware of where they can receive guidance when their supervisor is not available.

**Time Off**

In question number 13, "I can't get time off when I need it", there is significant difference noted between the two groups with 17.6% of the permanent employees strongly agreeing and 11.8% agreeing, while there were only 2.9% of the temporary employees strongly agree and none of them agree with the statement. It is also important to note that
a much higher percentage of the temporary employees answered this question with "no opinion" as 17.6% of the temps had no opinion and only 5.9% of the permanent staff offered the same response (See figure 3.05, page 54). It could be that the "no opinion" responses in both cases come from people for whom the question didn't apply because they seldom see the need to ask for time off. Also, it is not likely for a seasonal employee to want time off as they are getting paid by the hour.

There is a large percentage of permanent staff who apparently can't get time off when they need it. This is probably a result of the seasonality of the business. As a result of the responses to this question, this might be explained by suggesting the change is based on the time of year that the survey is taken. The company works with a very limited staff from November to April. Approximately thirty-five percent of the yearly revenue is done during this period. This makes it difficult for staff to have time off during this period. With only 15-18 permanent positions and some of them very specialized, such as a Chef, it is difficult to arrange time off. One solution to this problem is to do as much cross training of employees as possible. Another solution is to use a temporary service to fill these positions during this time period so full time employees can take time off.

Time off does not seem to be an issue with the temporary staff. Probably this is because the company is hiring enough temporary staff to cover the peak times. There is a fine line which the company has to walk here because they need a large number of employees for certain events, but do not need them on a regular basis. In most cases, this could be solved by using a temporary service, but due to the remote location of this operation it is difficult to rely on this option. This problem is currently being addressed by guaranteeing temporary employees a minimum and maximum number of hours that they can count on, a guarantee of sorts. Getting the temporaries to provide a regular schedule that they are available also gives the company the flexibility to work around staffs' schedules.
Job Interest

In question number 20, "My job is interesting", it is significant to note the high percentage of permanent employees who disagree with the statement. There are 17.6% who disagree, and, with further research, it is found that all of those who disagree work in the guest services department (See figure 3.06, page 55). When cross referencing this with question number 26, "My job is challenging," it shows that the same percentage (17.6%) disagree (See figure 3.07, page 56). This is an area where management should focus some attention. One way to do this would be to go back to the interviewing process and add some questions in the initial interview that would help identify characteristics of the individual and then matching them to the proper position within the organization. It may be that the responses in this case turned out as they did because there are employees who are in the wrong position within the company. Management should look to find people who are disinterested in their position and try to work with them to make their job more interesting and challenging.

In analyzing the data for question number 20, "My job is interesting," for the temporary employees, it was found that when adding the "strongly disagree" and the "disagree" responses the percentage (17.6%) is the same as for the permanent employees. However, when cross referencing this with question number 26, "My job is challenging" as for the permanent staff, 32.4% disagree with the statement. This is important because it shows that nearly one-third of the temporary employees do not feel that they are challenged by their job. By looking at the two statements (20 and 26), it seems that although the staff member may find the job interesting, they do not necessarily find it challenging. This might be because they find other aspects of the position to be interesting.
other than the job itself. These could be such activities as contact with guest, contact with other employees, or the general operations of the company. This brings up an interesting question. If these temporary employees were more challenged in their positions, would they be more interested in their jobs and in turn, more likely to return year after year? This question refers to motivational aspects of management and has been discussed on numerous occasions. There are a number of things that this company could do to make these temporary positions more interesting and challenging. Perhaps most important is to give the employees more input on job design. The employees would be more likely to find ways to keep these positions interesting and challenging than the management would. Cross training and job rotation would help in this area.

Appreciation

In question number 23, "No one appreciates my efforts," more than one quarter (26.5%) of the temporary employees agree and 2.9% strongly agree, while for the permanent employees 5.9% agree and 11.8% strongly agree (See figure 3.08, page 57). It appears that although the percentage of temporary staff who believe this statement is true is much higher, the permanent staff who feel this way, feel much stronger about the issue. This could be because the temp staff member is not all that concerned with whether they are appreciated or not because of their traditionally short term role, and therefore of less importance to them. The permanent employee, on the other hand, views this as more of an issue, because they have more of an emotional investment. This possibility could also explain the large number of "no opinion" responses (23.5%) from the temporary employees and (17.6%) from the permanent employees.

When cross referencing question number 23 with question number 27, "I am recognized for a good job," one can see that the responses are fairly consistent between the
two groups with the only large discrepancy being in the "no opinion" category. The temporary employees gave this response 17.6% of the time as compared to 5.9% of the permanent employees (See figure 3.09, page 58). Again this is probably due to the nature of the position and the expectations of the employee. This could indicate that job recognition is not as high a priority for temporary workers as it is for permanent staff. This would be a good area to ask more questions or perhaps even be the basis for a new study. The motivational factors that are key to employees seem to change in priority order based on the amount of time that they are employed. This company uses many staff for only a couple of months and it appears that appreciation of efforts and job recognition are not as high on their list as it is for the staff who are working year around. For many of these temporary employees it may be more important to get as many hours as possible and make as much money as possible in a short period of time. This can be detected in the responses to question number 15, "I can't get as many hours as I need." When combining the "agree" and the "strongly agree" responses of the temporary employees, the percentage is 41.4% (See figure 3.10, page 59). It would appear that a large number of the temporary staff are not receiving the amount of hours that they desire. The amount of hours is a bigger issue, it appears, to the temporary employees than job recognition or whether they are appreciated or not. The permanent staff, on the other hand, seem to put more emphasis on the job recognition and appreciation factors because they are not concerned about getting enough hours as they are guaranteed a minimum. A possible solution to this problem might be to guarantee all staff a minimum number of hours that they will work. If they know this when they take the job, it would allow them to perhaps combine this job with another job at a different company. This could relieve some of the stress of wondering if they were going to get enough hours to meet their financial needs.
Advancement Opportunity

In question number 22, "There is no opportunity for advancement", there is some significant data that stands out. More than half of the permanent employees (53%) either agree or strongly agree that there is no opportunity for advancement. There were also 23.5% of the permanent staff who answered with a "no opinion." These responses are fairly consistent with the temporary employees where 41.1% either agreed or strongly agreed. The "no opinion" response was also extremely high (38.2%) (See figure 3.11, page 60). This question received the most "no opinion" responses of all questions from both groups. This raises the question as to what prompted this type of answer. There are three possible explanations for this. The first is that the staff who responded with "no opinion" may not care if there is any advancement opportunities. The second, and I believe the more likely explanation, is that the staff didn't know the answer to this question. This is probably because advancement possibilities are not discussed and there are no development plans in place. Management should discuss, with each employee, where they fit into the short term as well as the long term goals of the company. The third possibility is that a large number of employees may have felt that this question did not apply to them. This is more likely to be true of the temporary employees as they do not see advancement within the company as one of their goals. The responses from the temporary employees are normal considering the seasonality of most of these positions. However, the responses from the permanent employees show some cause for concern.

The company should develop a program for tracking each staff member's development. This program should identify the staff member's strengths and weaknesses and areas where the individual could benefit from training and development. The
possibilities for advancement need to be discussed individually with each employee on a regularly scheduled basis. A specific path needs to be put in place in order to track where the employee stands in achieving the agreed upon goal. By putting this program in place, the company is displaying a commitment to the employee and their long term career goals. This will in turn decrease the amount of turnover.
CHAPTER 4

Conclusions and Recommendations

In conclusion, it appears that issues of training and motivation can be the driving forces of retaining a temporary workforce. While conducting the study, it was learned that White Eagle has no formal policies or procedures in place. There are no written job descriptions. There are no performance reviews conducted. There is no policy manual or employee handbook. Most jobs are lacking any type of procedural manual. Because White Eagle is small and highly seasonal, it was thought formal procedures were not needed.

This study found contradictory results to the study done by Hire Midwest of Stillwater, MN (See Motivating Employees, Chapter 2, pg.25). In the Hire Midwest study, part time and seasonal workers were less satisfied with motivational related issues than full time employees. In direct contrast with the Stillwater study, the White Eagle study indicates that there is no difference between the two groups in regards to the motivational related issues. When combining the motivational related questions of the present study such as "satisfaction with pay; number of hours worked; job interest; opportunity for advancement; job interest; job input; job recognition; and job challenge", both groups had a negative response of 27%.

It appears from this study that a formal orientation and training program are lacking. By instituting a more formal program, the company will achieve more consistency in service and at the same time increase staff awareness of their position within the organization. Making the staff more aware of their contribution to the organization will
lead to them taking greater interest in the company’s success. The survey shows that the temporary staff are generally satisfied with their position in the company and the problems of retaining these staff members may be out of the control of the management. Many of the temporary employees are working at this operation as only a stepping stone to something more permanent in their career when they finish high school or college. There are some actions, however, that White Eagle will be able to do to foster a better feeling of pride in the organization and a sense of ownership in the company. The sense of ownership will benefit the company in increased customer service satisfaction and create a more cohesive work force.

Recommendations

By identifying work conditions at White Eagle which lead to generally positive conclusions, a series of recommendations are offered.

Addressing issues of training.

- Design and implement a formal orientation program to include:
  
  Definition of company goals
  
  Definition of Mission Statement
  
  History of Organization
  
  Outline Major Customers
  
  Describe Policies and Procedures
  
  Describe Employee Benefits
Introduction of Staff Members

Guided Tour of Facilities

- Develop a Training and Development Program for all staff (Temporary and Permanent).
  Include Cross Training

  Include Job Rotation

  Define Advancement Opportunities

- Develop Job Descriptions for all positions and begin performance reviews for all staff.

Addressing issues of motivation.

- Design a rewards program that includes both temporary and permanent staff.

  Keep rewards tied to teamwork, initiative, and company commitment.

Addressing fairness issues.

- Include temporary staff in all communications.

  Meetings

  Memos

- Develop mixed teams of temporary and permanent staff to solve a current problem. When they are successful, challenge them with a more complex task.

- Train temporary staff to accept temporary supervisory positions.

These recommendations, if implemented, will provide a work environment that will promote retention of employees, both temporary and permanent. By increasing retention,
a healthy work environment will be nurtured, resulting in a sense of commitment and ownership in the organization.
Figure 3.01
Question #5

I care about the company
Permanent Employees

5.9% (Strongly Disagree)

35.3% (Agree)

58.8% (Strongly Agree)

I care about the company
Temporary Employees

Strongly Disagree (2.9%)

Strongly Agree (29.4%)

Agree (50.0%)

No opinion (14.7%)

Disagree (2.9%)
Figure 3.02  
Question # 3

Staff are treated equally and fairly
Permanent Employees

5.9% (Strongly Disagree)
17.6% (Strongly Agree)
11.8% (Disagree)
17.6% (No Opinion)
47.1% (Agree)

Staff are treated equally and fairly
Temporary Employees

11.8% (Strongly Disagree)
14.7% (Strongly Agree)
32.4% (Disagree)
38.2% (Agree)
2.9% (No Opinion)
Figure 3.03
Question #7

There is no feeling of teamwork
Permanent Employees
- 5.9% (Strongly Disagree)
- 5.9% (Strongly Agree)
- 23.5% (Agree)
- 11.8% (No Opinion)
- 52.9% (Disagree)

There is no feeling of teamwork
Temporary Employees
- 5.9% (Strongly Agree)
- 23.5% (Strongly Disagree)
- 8.8% (Agree)
- 11.8% (No Opinion)
- 50.0% (Disagree)
Figure 3.04
Question #8

There is a lack of leadership
Permanent Employees

23.5% (Strongly Disagree)
11.8% (Strongly Agree)
11.8% (Agree)
11.8% (No Opinion)
41.2% (Disagree)

There is a lack of leadership
Temporary Employees

5.9% (Strongly Agree)
17.6% (Agree)
41.2% (Strongly Disagree)
17.6% (No Opinion)
17.6% (Disagree)
Figure 3.05
Question #13

*I can't get time off when I need it*

**Permanent Employees**

- 5.9% (Strongly Disagree)
- 17.6% (Strongly Agree)
- 11.8% (Agree)
- 5.9% (No Opinion)
- 58.8% (Disagree)

**Temporary Employees**

- 2.9% (Strongly Agree)
- 17.6% (No Opinion)
- 44.1% (Strongly Disagree)
- 35.3% (Disagree)
My job is interesting
Permanent Employees

17.6% (Disagree) 17.6% (Strongly Agree)
5.9% (No Opinion)
58.8% (Agree)

My job is interesting
Temporary Employees

Strongly Disagree (8.8%)
Disagree (8.8%)
No Opinion (23.5%)
Agree (35.3%)
Strongly Agree (23.5%)
Figure 3.07
Question #26

My job is challenging
Permanent Employees

Strongly Disagree (5.9%)  
Disagree (17.6%)  
No Opinion (5.9%)  
Agree (47.1%)  
Strongly Agree (23.5%)  

My job is challenging
Temporary Employees

Strongly Disagree (2.9%)  
Disagree (32.4%)  
No Opinion (20.6%)  
Agree (29.4%)  
Strongly Agree (14.7%)
Figure 3.08
Question #23

No one appreciates my efforts
Permanent Employees

No Opinion (17.6%)
Agree (5.9%)
Strongly Agree (11.8%)
Strongly Disagree (11.8%)
Disagree (52.9%)

No one appreciates my efforts
Temporary Employees

No Opinion (23.5%)
Agree (26.5%)
Strongly Agree (2.9%)
Strongly Disagree (17.6%)
Disagree (29.4%)
Figure 3.09
Question #27

I am recognized for a good job
Permanent Employees

Strongly Disagree (11.8%)
Strongly Agree (23.5%)
Disagree (17.6%)
No Opinion (5.9%)
Agree (41.2%)

I am recognized for a good job
Temporary Employees

Strongly Disagree (8.8%)
Strongly Agree (17.6%)
Disagree (20.6%)
No Opinion (17.6%)
Agree (35.3%)
Figure 3.10
Question #15

I can't get as many hours as I need
Permanent Employees

6.3% (Strongly Agree)
31.3% (Strongly Disagree)
25.0% (No Opinion)
37.5% (Disagree)

Temporary Employees

11.8% (Strongly Disagree)
14.7% (Strongly Agree)
35.3% (Disagree)
29.4% (Agree)
8.8% (No Opinion)
Figure 3.11
Question #22

No opportunity for advancement
Permanent Employees

- Strongly Disagree (5.9%)
- Disagree (17.6%)
- No Opinion (23.5%)
- Strongly Agree (11.8%)
- Agree (41.2%)

No opportunity for advancement
Temporary Employees

- Strongly Disagree (2.9%)
- Disagree (17.6%)
- No Opinion (38.2%)
- Strongly Agree (17.6%)
- Agree (23.5%)
Staff Questionnaire

Please make an x in the appropriate box:

My status at White Eagle is □ Currently employed  □ Not employed at this time

The area that I work(ed) in □ Guest Services  □ Support Services  □ Administration

My position is/was □ Temporary  □ Full Time/Permanent

My age group is □ 22 and under  □ 23 to 40  □ 41 and over

Circle the number that best corresponds to your answer:


<table>
<thead>
<tr>
<th>Number</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1) There is too much turnover in the company.</td>
</tr>
<tr>
<td>2</td>
<td>2) My co-workers are not qualified for their job.</td>
</tr>
<tr>
<td>3</td>
<td>3) Permanent and temporary staff are treated equally and fairly.</td>
</tr>
<tr>
<td>4</td>
<td>4) I understand the mission of the company.</td>
</tr>
<tr>
<td>5</td>
<td>5) I care about what happens to this company.</td>
</tr>
<tr>
<td>6</td>
<td>6) I understand the importance of my job to the entire operation.</td>
</tr>
<tr>
<td>7</td>
<td>7) There is little or no feeling of teamwork.</td>
</tr>
<tr>
<td>8</td>
<td>8) There is a lack of leadership in everyday management of the company.</td>
</tr>
<tr>
<td>9</td>
<td>9) Communication in the company is poor.</td>
</tr>
<tr>
<td>10</td>
<td>10) Top management takes personal interest in my success.</td>
</tr>
<tr>
<td>11</td>
<td>11) I am proud to say that I work at White Eagle.</td>
</tr>
<tr>
<td>12</td>
<td>12) I have to work too many hours.</td>
</tr>
<tr>
<td>13</td>
<td>13) I can’t get time off when I need it.</td>
</tr>
<tr>
<td>14</td>
<td>14) The pay is too low for the amount of work I am asked to do.</td>
</tr>
<tr>
<td>15</td>
<td>15) I can’t get as many hours as I need.</td>
</tr>
<tr>
<td>16</td>
<td>16) I understand my job.</td>
</tr>
<tr>
<td>17</td>
<td>17) I received training for my job.</td>
</tr>
<tr>
<td>18</td>
<td>18) I received an orientation when starting this position.</td>
</tr>
<tr>
<td>19</td>
<td>19) The training that I received was inconsistent or worthless.</td>
</tr>
</tbody>
</table>

(Continued on other side)
Circle the number that best corresponds to your answer:

<p>| | | | | |</p>
<table>
<thead>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20) My job is interesting.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>21) There is too much job-related stress.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>22) There is no opportunity for advancement.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>23) I don’t feel that anyone appreciates my efforts.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>24) There is no job security.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>25) I have nothing to say about how tasks are completed.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>26) My job is challenging.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>27) I am recognized when I do a good job.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>28) White Eagle provides quality service to its customers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

The following questions are optional, but your comments will be extremely valuable and welcome.

What do you like most about working for this company?

What do you like least about working for this company?

If this were your company, what would you change about it?

Is there anything else you would like to tell the researcher about this company?
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<th>QUESTION</th>
<th>Strongly Agree</th>
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<th>No Opinion</th>
<th>Disagree</th>
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<td>16</td>
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<td>3 PERM. AND TEMP. ARE TREATED FAIRLY</td>
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<td>4 I UNDERSTAND THE MISSION</td>
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References


Inc., 73.


The Office (1992, October). Temporary help: the need is still there. The Office, 30 & 36.
