

The management of temporary agency workers in Swedish inter-organisational settings

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This paper discuss the meaning of trust and risk for managers that have a direct responsible for temps in a TWA. The discussion is based on a qualitative interview study with manpower managers in a TWA in Sweden. The findings indicate that the managers are entitled to uphold good relations to both client companies and single temps. They should be able to sort out conflicts and crises connected to assignments, without the possibility to influence the situation inside the clients' premises. This means that the managers have to act as a mediator between the agency, the client and the temps. Thereby the managers should be able to shape structural stability, social integration and connect different elements from involved organisations. The results can be useful knowledge for researchers as well as for TWA managers to increase the understanding of how to enhance a strategic management of temps.

1. Introduction

The aim of this paper is to highlight the complexity of management in Temporary Work Agencies (TWA). The activities of TWA's extend organisational boundaries in their supply of manpower to different client companies. This is best described as an inter-organisational context in which actors from different organisations and with various positions inside those organisations must cooperate. As a result, organisational boundaries become blurred and employment relations to a specific employer become unclear [7].

The purpose of this paper is to discuss the meaning of trust and risk for managers that have a direct responsibility for temps in a TWA.

Both managers and temps work under complex conditions and demands on flexibility. The manpower managers in TWA's are responsible of temps who are contracted out to client companies. They shall also satisfy demands from the TWA on profitability, demands from client companies' for an adaptable workforce, and the temps' need of employment and community. The temps have to balance between a position as stranger and outsider, and handle insecurity of the assignments duration and spatial location [17]. They have to be able to manoeuvre between the power inequalities, stigmatisation, and the exclusion they encounter in working conditions and social interactions in client companies. To handle such situations the ideal temp and manager have to be able to vary between distance and nearness in spatiality and indifference and involvement in social relations [15]. This raises questions of *how* managers in TWA's can create "imagined communities" among agency workers in inter-organisational settings [5].

First, we briefly present previous research from the TWA sector and inter-organisational relationships. This is followed by a report on theory and method. After that we present three sections containing the empirical results from an international TWA located in a Swedish metropolitan area. The paper ends with a section about discussion and conclusions.

2. Previous research on TWA's

The TWA's are becoming more frequent at the labour market. One main reason is that the working places have to be more flexible in order to meet the hardening competition on the global market. In Sweden TWA's are rapidly increasing but the amount is still much lower than it is in the EU (0.8 percent compared to 1.4 percent) [16]. The market is dominated by a few companies which act both on a national and an international level.

TWA's are an example of both a trend towards flexibility in the labour market, and "a highly complex business" [22]. Many organisations today experience pressure to keep staff numbers down, which implies a need for more staff at various times, such as during production peaks and when staff are ill or on holiday. This need can be met by hiring staff from TWA's. This allows the hiring companies – client companies – to cope with fluctuations in their staffing needs [2].

In Sweden, the temporary agency business lacks specific legislation, which means that agency work must "conform to mainstream labour law" [20]. TWA's are treated like any other business. The normal employment contract for temps is an open-ended contract after a six-month probationary contract [10]. The sector is governed by collective agreements which award temps guaranteed pay when they are out of assignments. The guaranteed pay is equivalent to at least 80 per cent of their monthly wage [20].

The development of the temporary agency business implies new demands for managers in TWA's, as being a kind of boundary crossing individuals between their TWA and the client companies.

TWA's meet the needs of their temps and their client companies by matching labour supply to labour demand, and spreading risk between the parties in the employment relationship [1]. This splits the duties and responsibilities of management between the TWA and the client companies. Mid-level managers at TWA's are responsible for manpower supply, sickness absence and salaries, while mid-level managers at client companies are responsible for ensuring that the work is done and for its quality and evaluation [18, 21].

Our empirical material comes from TWA managers in such positions, illustrated using bold text in Figure 1.

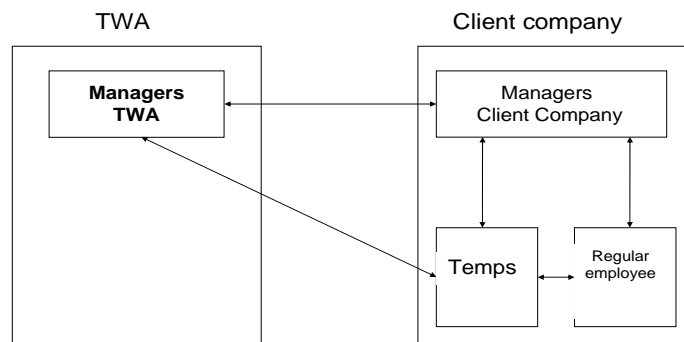


Figure 1: Interorganisational relations between TWA's and client companies (modified from Grimshaw, Marchington, Rubery & Willmott, 2005:17).

Figure 1 illustrates the actors in inter-organisational relations between TWA and client companies. The figure makes clear that the boundaries between the organisations are "not spatially, but contractually defined" [6]. This illustrates managers' difficulties and complexities of creating *one* sense of organisational community among temps who are employed in a TWA. These kind of inter-organisational relations include cooperation both between employees within the same hierarchical level and attempts from managers within one organisation to manage and control employees from another organisation. As Grimshaw et.al points out:

It is feasible that comparatively high trust contractual relations may be established between the upper tiers of two organizations, but at the cost of new tensions and conflicts between managers and workers, and indeed between workers employed at these different organizations [7]

This means that managers in the organisations can have a mutual profitable exchange. But the consequences are more dubious for their employees. The managers are of special interest since they might represent a form of avant-garde of future management [16]. In an article Olofsdotter [16] highlights the complexity of management in a big Swedish TWA company. This kind of management is often labelled as a kind of boundary spanning management, a subject which over time has attained a growing research interest.

2.1 Boundary spanning; examples from earlier research

The development of inter-organisational relationships influences the management of human resources and key notions of HRM, such as cooperate culture, loyalty and identity. It also raises doubt about where the locus of control and authority lies as well as where an employee's duties of loyalty should be directed [19]. The problem is accentuated since inter-organizational relations can be regarded as neglected in research. This is more surprising as

all formal organisations are embedded in an environment of others organizations as well as a complex of norms, values and collectives in the society at large [3].

Marchington & Vincent [11] identifies a number of other shortcomings in earlier research. In sum they point out that organisations have been treated as homogenous and cohesive agents whose actions could be reduced to a single behaviour and strategy. It has not been observed that inter-organisational relations vary depending on a variety of circumstance. Finally, there has been a tendency in existing studies to focus on the organization as the principal (and often sole) level of analysis, so ignoring influences both beyond and within the organization.

Therefore it is not surprising that the role of managers as boundary spanners now has attracted a growing research interest. Boundary spanning management could be defined as

leader actions that establish and maintain group's integrity through negotiating with non-group members resolving disputes among subgroups, obtaining resources, establishing influence networks and helping followers deal with the external environment [9].

Earlier research shows that boundary spanning managers are facing new challenges when they are trying to promote high involvement and high performance work practices. In the inter-organisational relations between TWA and clients the terms of employment and working conditions are different for temps and the regular employees in client companies. This implies according to Hall [8] that temps fare worse than regular employees in a number of aspects as job security, autonomy, empowerment and the development of high skills and challenging jobs. This indicate that "reliance on agency workers appears incompatible with HR strategies based on high performance work practices" [8]. But, as Hall points out, performance and control can also "be driven by fear and insecurity" which is often the case for agency workers. The problem for HR is that "fearful and insecure" workers are likely to need more supervision, surveillance and control than basically motivated, secure and committed employees

Even a relationship between managers in client companies and TWA can be complex. This is depending on the fact that relationships are not determined solely by contract, but rather negotiated and managed between agency and managers on a daily, weekly and monthly basis [21].

Howell & Costley [9] identifies different types of boundary spanning management behaviours. Their main findings are that managers should be able to respond to external demand and influences, negotiate with outsiders, develop and maintain network, obtain and communicate valuable information and define and modify organisational boundaries.

In a study Williams [22] account for a survey about boundary spanners on different policy arenas (health promotion specialist's crime and community safety co-ordinators and environmental and local agenda 21 coordinators). The main results are that the activities of the boundary spanners could be classified as follows:

- Building sustainable relationship (including communicating and listening).
- Managing through influencing and negotiation (including networking).
- Managing complexity and interdependencies.
- Managing roles, accountabilities and motivations.

Williams [22] also draws an interesting conclusion that could be summed as follows: New demands on boundary management indicate that these kind of managers should be better at working across organisational boundaries, be some kind of culture breakers, have skills in listening, negotiating, influencing, partnership working, performance management and evaluation.

In sum, management as boundary spanning is a rather new research field. As a consequence the research results are in all not that conclusive and therefore there might be blind spots in the research field. Earlier research seems rather have been focused on TWA-workers and TWA-agencies than on TWA-managers. In this study we focus on the TWA manager's thoughts and activities. In analysing the data we mainly use William's categorization of boundary-spanning activities.

3. Theory

To work as a manager in a TWA, that is within an inter-organisational context, is characterised by confrontations with several contradictory demands and interests from clients, temps and the TWA. The managers who are directly responsible for temps are expected to match suitable temps with the right assignments at clients. They are also expected to visit and promote their services to new and existing clients, and to uphold and develop social relations in general [14].

Therefore the managers has to feel "trust in both personal and, as aggregated behaviour, in institutional forms" [22]. Trust refers to

the willingness of one actor to put themselves in a position whereby another actor could take advantage, but feel reassured this will not happen and their vulnerabilities will not be exploited [12].

The point with the quote is that managers in TWA's have to "making sense of the structure and processes of collaboration" within and between organisations that consists of blurred boundaries between themselves and their surrounding organisational landscape [22]. They also have to show accountabilities "between their role as organizational representative and that of partner in a multi-agency environment" [22]. Therefore managers that are responsible for personnel in TWA's can be characterised as boundary spanning agents.

Boundary-spanning agents are the people who are formally and informally responsible for maintaining the contract over time, and who interact with their opposite numbers in the client or supplier organization [12].

Managers in TWA's has to work a lot with activities that help them to "understand, empathize and resolving conflicts" between temps and the client company [22]. Another important task is to "create and develop relationships with their counterparts in other organizations" [12]. But these kinds of relations are not only based on trust, they are also related to risks. Risk refers to an investment

in that 'the trustor can never completely rule out that the trustee sees it as advantageous to cheat and does not comply with the assumptions that the trustee has made in regard of his behaviour' [12]

This means that managers in TWA's always have to think and act in terms of trust and risk by consider and balance between demands from three different parts; the client, the TWA, and the temps. Therefore it sometimes can be very hard for them to know or decide who they can trust; the client or the temp.

This work situation make it necessary that managers in TWA's have skills in "influencing, bargaining, negotiation, mediation and brokering" [22]. They also have to think and act in an atmosphere of "consensus, equality and win-win solutions" [22].

We argue that managers in TWA have to constantly change between trust and risks in their social relations with clients, temps and the TWA. This means that they have to develop "close, open, and trusting relations in order to achieve positive results for their own

organization”, and to “protect their own organization from the risks associated with breakdowns in inter-organizational relations” [12].

4. Method

We have conducted a case study at one of the biggest TWA's in Sweden (here given the pseudonym Alert AB). Alert AB is separated into regions which in turn are divided into local offices with a focus on local conditions or a particular sector. Our data come from a metropolitan region, from which we in February 2004 selected two local offices specialising in different sectors.

The selected offices are here called Administration and Industry. Administration provides office administration services. It had 178 employees, of whom 85 per cent were women. Seventy-one per cent had open-ended contracts. The Industry office provides services in logistics and industrial production. It had 216 employees, of whom 83 per cent were men. Seventeen per cent had open-ended contracts.

Data collection was carried out in the form of qualitative interviews in the autumn of 2004. A total of 23 interviews were carried out with office managers, manpower managers and temps. The temps and the managers in the study varied in age and ethnic background, civil status and experience of the TWA sector. The managers ages were 24-49 years; education level varied between human resource management, business administration, and marketing.

Here we present selected quotes from managers; one female office manager and five manpower managers, three women and two men, from the Administration office. From the Industry office one male office manager and four manpower managers, one woman and three men, were interviewed.

The interviews were semi-structured and were carried out at the office premises. During the interviews, we used an interview guide that allowed the workers to answer using their own words and narratives [4]. The interviews lasted between 1½ and 2 hours and were recorded on tape and transcribed verbatim. Printed interviews were analysed using Nudist software. During the analysis, we followed Miles and Huberman [13] by first-level coding the interviewees' definition of their situation with regard to terms of relationships to temps, influence and bargaining, and roles and accountabilities. The pattern in these codes was then matched with each other. This was followed by a selection of significant information for the managers' power and status relations.

5. Results

The findings in our research show that the managers in the Swedish TWA experience contradictory roles.

It is an advantage to be eloquent. /.../ It gives a professional impression both towards clients and temps /.../ Towards clients there should be somebody who infuse confidence. To be young can be a minus. You appear more like a type of salesman than the responsible uncle who is there to help the client (Mikis, male manager, Administration).

In the above quotation Mikis underline the importance of eloquence, confidence, and responsibility. That because he's work toward temps is about building good relations.

Trust is what it is all about. It is not something you achieve over one single day, above all, when you do not see each other every day (Agnes, female manager, Administration).

Agnes says that it takes time to build trustful social relations, particularly when the relations often are located in the mailbox beyond time and space. When tasks are too many and the manager doesn't find enough time to contact her/his temps he/she feels bad about it.

At this moment it really is my bad conscience. I feel that I haven't had time with the things I should make time for my contact with my temps. /.../ I think about it every day in principle, that tomorrow I will call them to find out how it is (Agnes, female manager, Administration).

Many times it is also difficult for the manager to contact her/his temps. That is because he/she has too much to do.

...we have goals that we have to reach, and the goals are written on the board and communicated on the board that this is our goal, and this is our budget. So, of course you try to make time for everything (Agnes, female manager, Administration).

In such cases the manager has to prioritise the formal objectives. Many times these objectives are about the combination of time and money.

...telephone operators are more costly to work with than an economist. The economist are out on assignments for half a year, then we talk about ten follow-ups by telephone and four in person. It is not very costly. But, for an operator you have to work half an hour everyday to get her out to assignments. Than it is totally different numbers we are talking about (Mikis, male manager, Administration).

It does take more time to administrate a telephone operator than an economist. That because the economist is often hired out for a longer period than a telephone operator. The difference can be in terms of hours during a day and months. The point is that this has an impact on the manager's prerequisite to take care of and to contact the temps he/she is responsible for, that is to create imagined communities. Differences between consultants can result in a conflict between the manager's responsibility for the assignments and for good social relations with the temps.

All together the above quotations demonstrate the manager's contradictory roles. First of all, they must create trust with the client and the temps. Secondly, they also have to take care of temps with different economic conditions from the perspective of the TWA. Therefore they both have to infuse confidence in the temps, and take care of the TWA's interests.

So far we can conclude that managers in a TWA have to handle both complex situations and contradictory roles when creating imagined communities. Their work has a lot common with boundary spanning management [8].

5.1 Building sustainable personal relationships

One important aspect of the manager's work is to build sustainable personal relationships [22]. The managers use different strategies for building relationships with clients and temps, relatively.

If it is a quite new client I usually look at Internet, you can find some information there. I usually do not look into details, but I find it positive to know a little bit. It is good to have a picture in front of you, plus it often makes a positive impression if you have some knowledge. Organisational structure, the number of employees, which posts, job descriptions (Peter, male manager, Industry).

Peter is eager to show the client that he has knowledge about the client company. He says that this make a good impression in the eye of the client. The same goes for the relations to the temps.

It is about confidence and I mean loyalty. /.../ Because if you do not get loyal collaborators you can shut down the business. I find it extremely important, and you can not achieve this as a manager if you do not give of yourself and care (Agnes, female manager, Administration).

Agnes says that loyal collaborator demands loyalty from the manager. But that is not enough

I do not want it to be misunderstandings, you have to be able to act both as a good manager and a good listener and even being a good friend. (Anneli, female manager, Administration).

Anneli believe it is important to avoid misunderstandings by being a good listener and to be appreciated as a friend.

But being a good listener and a friend does not exclude conflicts, especially when temps do not work as well as they are expected to do.

Sometimes they do wrong and behave badly and deceive the confidence I have in them (Adam, male manager, Administration).

It is also very hard to face them [the temps] directly, because they can have one version and the client another version, and I have learned that there are odd clients to (Adam, male manager, Administration).

So it is very difficult, and think if you back the wrong horse and come on to our own temp and then you notice that it maybe was something else that was wrong (Adam, male manager, Administration).

This means that the managers have to strive for understanding of two parties without knowing the truth. It is a pending between trust and risk. Therefore the individual manager has to be careful when he/she are going to solve conflicts between clients and temps.

You go there and sit down with the temp and then you talk to the manager in the company and you start asking (Ali, male manager, Industry).

First I talk with one of them to hear what he or she has to tell. Then I go to the other. And then the three of us have to sit down at try to find a solution. That is the best you can do (Ali, male manager, Industry).

It is hard both for me and the client who has trained that person during a couple of weeks. And of course there is a cost to lift off and take in new people all the time. (Ali, male manager, Industry).

The quotations from Ali show how careful he has to be. He must be very strategic and diplomatic when he is talking with one part at the time. Here it is possible to make an important implication from what Ali says above. As a boundary spanning manager Ali work under different conditions than managers in a traditional modern organisation [22]. The relation between the manager and the subordinated personnel in a modern organisation is more or less invisible for an outsider. In an inter-organisational (postmodern) relation the manager's work become more exposed in the eyes of an outsider, for example the personnel at the client company.

In the quotation Ali also underline the importance of finding solutions to the actual problem, especially because in the end the whole situation is about a cost that Ali is eager to avoid or reduce.

The ambition to avoid costs is very obvious when a manager has to prioritise.

I always prioritise a new client (Katalin, female manager, Industry).

Then you let the temps be left almost alone and you let them take contact with us and phone when they feel like it. (Katalin, female manager, Industry).

It takes no genius to understand what it is all about. It is about solving the clients' problems; the rest can wait (Mikis, male manager, Administration).

The quotations from Katalin and Mikis demonstrate the order for prioritising, which is risk taking, among the managers. It is always the client that comes first in order. Even if the temps need their manager's attention they have to wait until he/she is finished with the client.

But this strategy is dangerous because trust in the temps is very important for the individual manager; first of all because the manager depends on the temp's relation to the client. If a temp demonstrate

a bad attitude to the client, then all my work is in vain. /.../ [I feel] deserted [to the temp] therefore you need to have an enormous confidence (Adam, male manager, Administration).

The above quotation shows the managers dependence on the temps good will to keep smooth relations to the client company.

This sections show the importance for the managers in a TWA to build sustainable personal relationships. They are constantly in need of varying between trust and risk. One important part in the relation to the client is to demonstrate interest of and knowledge about its company. At the same time the manager is expected to create loyalty to the TWA among the temps. One fruitful strategy for that is to generate personal relationships to the temps.

When it comes to conflict with both temps and clients involved the managers have to mediate and negotiate between the client and the temp. In such situations there is a risk of that an eventual conflict between the boundary spanning manager and her/his temp will be exposed to the personnel at the client company. A similar exposure will probably not happen with a conflict about internal affairs in the client company. But in the mentioned mediation and negotiation there is a hidden paradox. The managers should always prioritise the client at the same time as he/she keeps the personal relationship with temps intact.

5.2 Managing through influencing and negotiation

Managers in a TWA does not have the possibility to "drawing on their position and status in the hierarchy" [22]. Instead they depend on their ability to bargain and negotiate. The reason for this is that

you are not the supervisor in that way, instead it is the client's responsibility. So many might in fact see us more as a contact person, [than] as manpower managers (Diana, female office manager, Administration).

In the quotation Diana says that it is the client who is the responsible manager, and that her self should be regarded as a contact person. This goes for Mikis to.

I think you can have a good relation to the temps. It can be a "win-win" situation in the best of worlds. They are happy with their assignments, and we are happy because they are happy (Mikis, male manager, Administration).

The consequences of this will be no sharp boundaries between being a manager and a colleague in the TWA. But, we believe that both Diana and Mikis oversimplify the situations for the managers. The reason for that is that they really are dependent on both the client and the temps.

Yes, it is a very difficult management and I really do not know /.../ what is /.../ the best. You are in a very exposed situation because you always get in between demands from clients /.../ and temps (Adam, male manager, Administration).

Adam makes clear that he as responsible for the temps is both in an exposed position, and caught between demands from the client and the individual temp. This underlines the manager's need of skills about diplomatic bargaining and negotiation.

The quotations in this section show the importance for the manager to find good arguments when discussing both with the client and the temps. The managers depend on both of them. Therefore he/she has to be good at, in a diplomatic manner, mediating between others opinions. He/she is standing in between the client and the temp. That is, both in the situation and outside the possibility to have a crucial impact on its result. Therefore he/she has to value every argument in terms of trust and risk. The reason for this is that the managers are dependent of clients and of temps, and, which is crucial, they lack authority.

5.3 Managing roles and accountabilities

The managers in TWA experience very complex work conditions. That because they sometime have to make choices and take decisions that is advantageous for one part and at the same time disadvantageous for the other. And, as we have seen above, such decisions will most probably be favourable for the client.

To be a manpower manager is a very difficult work, it is really tough and hard and there are many very difficult conversations, and many tricky situations where it is very difficult to know what is right and what is wrong, what shall I do here. It is above all so many different things that can /.../ come about and very special cases that makes it very frustrating when you sometimes hear that it only reduces in to numbers. It is people we are working with, so it takes an understanding for the difficulties in our business and that it isn't clothes pegs we are selling but human services (Adam, male manager, Administration).

In the quotation above Adam make clear that he as a manager is responsible for two different roles. One role is about the representation of the TWA and the other is the role as responsible for the temps. Sometimes these roles clashes while he get caught between human and business moral.

Between the lines Adam has difficulties with defining risk in human and/or economical terms. It seems that he would like to give more space for humanistic accounts when handling difficult situations, instead of solely basing he's decision on economical considerations.

The problem of choosing between humanistic accounts and economical considerations will be acute when a temp does not function so well.

....some [temps] you dare not to make use of for one or another reason. You have lost confidence in the temp. The temp has in one way or another screwed up, which means that you don't dare to send her/him out on assignments. [Y]ou don't want he/she to screw up again. He/she may be competent, but it creates an ethical and moral problem for how to behave. It is tricky! /.../ [I] have asked the management of how to handle such a person, but have not received an answer. They don't want to handle it. You get frustrated. Shall I make use of this person or not. It is problematic (Mikis, male manager, Administration).

Mikis describe the dilemma he experience when a temp does not work so well towards the client. Although the main problem is that he does not get any support from he's office manager in the TWA. Therefore managers at the TWA seem to be quite lonely when deciding about acceptable limitations for social risk taking.

In this section Adam and Mikis present two different perspectives that could have an impact on the decisions they sometimes have to make. The first is about conflicting considerations between social and business risk taking. The second is about the need of support when there is an obvious risk taking in terms of business. In the first case there is an implied part that the manager has to consider when judging the temps work. In the second case there is a need of

the same implied part to interfere in terms of supportive behaviour. These both cases demonstrate the role that the managers have to handle and their difficulties to have a decisive influence over the actual circumstances.

6. Discussion and conclusions

This paper discusses the meaning of trust and risk for managers that have a direct responsibility for temps in a TWA. Trust refers to the acceptance of a person to putting her/him self in a situation where someone else can take advantage at the same time as he/she feel reassured that this will not happen. Risk is about when a person never completely rules out that someone else can exploit her/him.

The argument in the paper is that managers in TWA is in need of a frequently alteration between trust and risks in their social relations to clients, temps and the TWA.

Our findings indicate that the managers work under very complex circumstances. They can not choose one part for their loyalty. If they would do that they should not manage to construct an imagined community by balancing between different interests and needs. Therefore it is possible to conclude that TWA managers experience contradictory roles.

In a theoretical sense they can be regarded as boundary spanning agents that are expected to within imagined communities build sustainable relationship, managing through influencing and negotiation, managing complexity and interdependencies, and managing roles, accountabilities and motivations.

The community consists of the three-part-relation between the client, the TWA, and the individual temp. Within this relation the, managers, in terms of boundary spanners, have to always pending between trust and risk. They are expected to do that by being good at mediating between others opinions. But there are some problems for the managers because the three-part-relation in question is not about equality.

The imagined community that the manager has to create is not a democratic community. Instead it is about the prioritising of the client. When the manager values hers/his contribution he/she should always do that in terms of trust and risk regarding the client company. The reason for this is that the manager depends on both the clients and the temps, but is in lack of authority in relation to the client company. The TWA manager and hers/his management is also exposed in front of the personnel in the client company. Therefore the manager stands in between the client and the temp, but not in the middle. The managers are dependent on both of them but the individual manager is expected to always take the party of the client.

At the same time as the managers create a community where he/she prioritises the client company he/she also has to take care of the relation to the temps. This relationship should be based on a combination of formal management and informal friendship. This combination is about that the manager should infuse loyalty to the TWA among the temps. This is another side of risk taking, namely the balancing between social and business aspects of management. When this is done the manager act with the TWA in hers/his mind. The main problem for the TWA manger's relation to the temps is that he/she is more or less powerless in relation to the client. Therefore the individual manager is expected to create an imagined community that is out of control for her/him self.

The main conclusion will be that TWA mangers seem to be caught in an iterative interplay between trust and risk within a three-part-relation between the client, the TWA and the individual temp. There are also indications on that the TWA managers are quite vulnerable in their relations to both clients and temps; especially when a conflict is arising between a client and a temp. In such situations the manager can find her/him self standing in a situation where

it is no one to turn to for advises. Therefore it can be a quite lonely state of affairs for a boundary spanning manager in a TWA.

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