

MANAGING TEMPORARY AGENCY WORKERS' WELL-BEING: THE ROLE OF RESILIENCE AND WORK ALIENATION

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Abstract: The well-being of temporary workers is still understudied, especially the role of individual resources as promoters of well-being. As such, this paper aims to examine the role of resilience as a resource for enhancing work engagement and reducing burnout of temporary agency workers. Additionally, this study tests the mediating role of work alienation. The study follows a quantitative approach. Based on a sample of 2.054 temporary agency workers, a set of hypotheses were tested using the Partial Least Squares Structural Equation Modeling (PLS-SEM), using SmartPLS3.0. The results show that resilience is positively related to work engagement and negatively related to burnout. Work alienation plays a mediating role between resilience and burnout and work engagement of temporary agency workers by reducing the effect of resilience. This study novelty highlights the contribution of resilience as a mechanism to reduce burnout and enhance work engagement, but also about the importance of preventing work alienation. Since resilience can be learned and work alienation can be avoided, this study has important implications for human resources management strategies and practices.

Key words: temporary agency work, resilience, burnout, work engagement, work alienation

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Introduction

In Europe, temporary work - defined as a type of employment contract in which both the employer and employee agree on a specific length of the job relationship (International Labour Organization, 2022a) - represents about 15% of the employed workforce (EUROSTAT, 2021). In Portugal, this proportion rises to 21.2% (as an average of the last 10 years), making Portugal one of the European countries with the highest average proportion of temporary workers, only behind Montenegro (28.5%), Poland (25.5%) and Spain (25.1%) (EUROSTAT, 2021).

Yet, according to the International Labour Organization (2022a), temporary work might include a variety of labor arrangements, like fixed-term, project-based, or seasonal contracts. This research focuses on Temporary Agency Work (TAW), which can be considered a particular form of temporary work defined by a three-

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party arrangement involving the employee, the beneficiary firm and the employment agency (ILO, 2022b).

Although it accounts for a sizable portion of the labour force, temporary work is one of the least secure types of employment arrangements in Europe (Eichhorst and Tobsch 2017). Besides job insecurity (Nemteanu et al., 2021), temporary work is often linked with low pay and meager benefits, leading to precarious work and living conditions (Dütsch 2011). Temporary work can also be associated with entry-level positions, offering few or no career chances (Mitlacher 2008). Finally, working in dangerous settings and having less access to training and assistance for occupational and health promotion activities are also characteristics frequently associated with temporary work (Becker and Engel 2015). As Boyce et al. (2007) put it, the “stigmatization” of temporary workers may lead to consequences for well-being, affect (for example, job satisfaction or commitment), and behaviors (performance, OCBs, counterproductive, among others).

Well-being and mental health issues seem to be more prevalent among temporary agency workers when compared to permanent workers, especially regarding depression and fatigue (Hünefeld et al., 2020). They may lead to counterproductive behaviors (Szostek et al., 2020), namely when emotional exhaustion and disengagement are at stake (Striler, Shoss, and Jex, 2020). At the same time, the literature also reports differences in engagement between permanent and temporary agency workers (Chambel, Castanheira, and Sobral, 2014).

Studies on the significance of individual-related resources, especially individual resilience, are still scarce (Ferreira and Gomes, 2021; Ferreira and Gomes, 2022), despite multiple studies revealing that organizational and work-related resources greatly affect employees' well-being (Contreras et al., 2020). Considering the multi-party employment arrangement of temporary agency work, where the worker does not have a formal relationship with the user company (and as such may not enjoy the benefits of a longer employment relationship), the role of personal resources may be paramount not only in coping with the aforementioned negative consequences of temporary work status but also, and at the same time, enhancing positive attitudes and behaviors such as work engagement.

According to the conservation of resources (COR) theory (Hobfoll, 1989), temporary workers may be led to develop strategies for the preservation of resources to protect their well-being, adjusting their behavior to the conditions of work provided. In this way, alienation at work, defined as a disconnection from work (Nair and Vohra, 2012), can emerge as a possible strategy for conserving the (few) resources and responding to the situation in which the temporary worker finds himself.

Based on this framework, the main objective of this research is to examine the importance of individual resilience for the formation of burnout and work engagement of temporary agency workers. Additionally, it will seek to assess the mediating role of work alienation in the relationship between individual resilience, burnout and work engagement.

This research makes four important contributions. First, despite the differences in work behavior between temporary and permanent workers (Chambel and Castanheira, 2006), the well-being problems of temporary workers are still understudied (Hünefeld et al. 2020). Although there is considerable literature on the well-being of permanent workers (Chambel and Castanheira, 2006), the situation of temporary workers deserves particular attention, not only because they represent a considerable share of the employed population in Europe but also because of the specific nature of their employment relationship. Second, individual resources are much less examined in the literature (Ferreira and Gomes, 2021; Ferreira and Gomes, 2022). This research contributes to the understanding of individual resilience to prevent burnout and promote work engagement. Third, examining work alienation as a mediator of the relation between individual resilience, burnout, and work engagement is also an important contribution. Despite the long history in social sciences, work alienation reemerged recently as a construct to consider in organizational behavior research (Shantz et al., 2012; Nair and Vohra, 2010), but its association with both burnout and work engagement is not yet clear (Kartal, 2018). It is expected that this research can offer insight into the importance of promoting well-being strategies that include the development of personal resources, such as individual resilience. Temporary agency workers are, by definition, formally linked to agencies that might have an important role in preventing temporary workers' burnout but also in fostering the conditions for higher levels of engagement. The paper begins with the theoretical background, where the main concepts are presented, and the working hypotheses are supported. Subsequently, the empirical study is presented, describing the methodological lines followed and presenting the results. Finally, the main results will be discussed in light of the existing literature, closing with the main conclusions, including the limitations and suggestions for future research.

Literature Review

The COR theory was initially developed by Hobfoll (1989) as a theory of psychological stress and is based on the relationship individuals establish with resources. Since resources are conceptualized as something valued by individuals, retaining, protecting and accumulating resources are paramount for individuals to avoid negative effects and situations. The potential or real loss of resources constitutes a threat for individuals in such a way that losing resources is considered to have a greater impact than resource gains. Resources may be grouped into three categories: instrumental, social and psychological.

Resilience may be understood as an adaptive capacity and can be defined as the ability to bounce back and thrive in adverse situations. Since it can also be a useful asset to reduce strains and stress associated with perceived environmental uncertainties, such as job insecurity, resilience may be considered a psychological resource in the context of the COR theory (Shin, Taylor, and Seo, 2012), contributing

to face perceived or real sources of strain and prevent possible consequences of stress, such as burnout.

Positive psychology at work (Mills, Fleck, and Kozikowski, 2013) is a theoretical umbrella that embodies the study of positive phenomena that contributes to a positive work experience. Luthans (2002) argues that positive psychology focuses on human resources strengths and psychological capacities that might contribute to individual and organizational performance.

Resilience is one of the constructs deserving attention within positive psychology at work (Mills, Fleck, and Kozikowski, 2013). Besides its adaptive capacity, resilience is a process of learning with failure, favoring new knowledge and skills acquisition, enabling a more effective recovery in future adversities.

Being better equipped to deal with adversities, i.e. being more resilient, has been related to positive attitudes, behaviors, performance, and well-being (Youssef and Luthans, 2007; Luthans and Youssef-Morgan, 2017). Since work engagement is a positive state of fulfillment with one's work, resilience can be a booster of this positive state (Amir and Mangundjaya, 2021; Cao and Chen, 2021; Ojo et al., 2021; Xie, 2021).

Work alienation

Work alienation can be defined as a negative, unengaged and even painful view of work (Hirschfeld and Feild, 2000) or, more simply, a disconnection from work (Nair and Vohra, 2012). Work alienation is usually related to negative outcomes, such as low worker commitment (Tummers and den Dulk, 2013), low performance (Kartal, 2018), and the intention of constant change or turnover (Dishop et al., 2019).

Although work alienation can be the result of a combination of factors, like social isolation, impotence, disorientation and self-alienation (Seeman (1959), recent studies (Shantz et al., 2015; Vinokurov and Kozhina, 2020) have considered work alienation as a one-dimensional phenomenon, focused on individual psychological features.

The present study focuses on the definition of alienation offered by Nair and Vohra (2012) of disconnection at work, whose antecedents may be related to the technological structure that leads to greater centralization and formalization of work; with tasks in the sense of less autonomy, less variety of skills applied in tasks, ambiguous roles and lack of control; at the individual level with education and external locus control; and with the state of impotence, meaninglessness, abnormality and social isolation.

Resilience and Work alienation

Several studies have shown that individuals faced with similar situations have different behavioral responses that can be explained by their psychological capital (Wang et al., 2019; Bouckenoghe et al., 2015). Among others, the level of psychological capital accumulation can be translated into levels of psychological resilience. According to the model of Masten et al. (1990) on psychological resilience, this can affect patterns of perceptions and behavioral outcomes. Thus, workers with higher psychological resilience have greater control over negative

emotions (Tugade et al., 2004) and are more tolerant when facing more boring or frustrating work periods (Masten et al., 1990). Consequently, when workers are endowed with psychological resilience, they experience more positive aspects even in more negative scenarios, proposing to make changes at the organizational level (Shin et al., 2012) and perceiving lower levels of alienation at work. Thus, we formulate the following hypothesis:

Hypothesis 1: Resilience is negatively related to work alienation of temporary agency workers.

Work alienation and burnout

According to Maslach and Leiter (2008), burnout can be defined as a progressive loss of energy and resources experienced by workers that leads them to doubt their work abilities and become cynical about the value attributed to it. These feelings can be induced by stressful work, work overload, the perception of injustice at work, exhaustion, lack of social support, the ambiguity of roles, social and temporal pressures and lack of perception of the real role at work, among others (Demerouti et al., 2021; Moczydlowska, 2016; Raja et al., 2018). Thus, the wear and tear inherent to the burnout state can result from a reduced probability of obtaining the necessary resources at work, which can be induced by a feeling of alienation from work (Nair and Vohra, 2012), physically and mentally exhausting the worker. Faced with this state, workers cannot make rational and appropriate decisions, and these failures increase the likelihood of losing essential resources at work (Hobfoll, 1989). In this context, the following hypothesis is formulated:

Hypothesis 2: Work alienation is positively related to burnout of temporary agency workers.

Work alienation and work engagement

The concept of work engagement is increasingly popularized in organizations. According to Schaufeli (2002), work engagement comprises three dimensions: vigor, dedication and absorption. Vigor is related to resistance to obstacles at work, mental toughness, energy and self-will, and being motivated to overcome more difficult situations at work (Schaufeli, 2002). Dedication is intrinsically related to identification and attachment to the work performed, and absorption is related to the immersion that the worker experiences at work, even in the presence of negative situations (Schaufeli, 2002). People with high levels of engagement tend to have more sincere and passionate attitudes towards their work, be more energetic and perform better (Kartal, 2018), and have better well-being and satisfaction with work-related expectations (Gupta and Sharma, 2016). According to Pati and Kumar (2015), “work engagement and work alienation are considered as bipolar opposites of each other” (p. 17). The meaninglessness, isolation, lack of norms, powerlessness and self-alienation associated with work alienation can reduce the probability of obtaining the resources workers need to achieve higher levels of work engagement (Kartal, 2018). Thus, the following hypothesis is formulated:

Hypothesis 3: Work alienation is negatively related to work engagement of temporary agency workers.

Resilience, burnout, and work engagement

When the worker perceives that there is support from the organization by providing various resources (economic, social, physical, and organizational), the worker feels responsible for reciprocating these resources (Amir and Mangundjaya, 2021; Ojo, Fawehinmi and Yusliza, 2021). This retribution involves the worker's willingness to employ personal resources at a physical level but also at an emotional level, namely by developing self-efficacy, optimism and resilience (Vuori, 2012). These personal resources are employed as a reward for perceived organizational support, an important antecedent for managing workers (Maslach and Leiter, 2008). In this context, Amir and Mangundjaya (2021) demonstrated that resilience as workers' psychological capital could be induced by the amount of personal resources held by workers and organizational resources made available to workers (Xie, 2021). Thus, psychological resilience can increase the allocation of resources that workers employ in their tasks, increasing their dedication and engagement and decreasing the physical and psychological pressures that can arise from their commitment and stressful work, reducing the negative outcomes of work such as burnout and turnover intention (Cao and Chen, 2021; Fredrickson, 2009). In this way, workers' personal resources and organizational resources can determine employee engagement (Xie, 2021), with employee engagement being a positive outcome associated with resilience (Ojo et al., 2021).

In this context, the following two hypotheses were formulated:

Hypothesis 4: Resilience is negatively related to burnout of temporary agency workers.

Hypothesis 5: Resilience is positively related to work engagement of temporary agency workers.

Mediating role of work alienation

The literature demonstrates with some clarity the mediating role of work alienation when examining the relationship between several individual and organizational factors and behavioral outcomes (Conway et al., 2020; Jiang et al., 2019; Sarwar et al., 2022), but except some literature that involves emotional exhaustion (a dimension of burnout) as an outcome (Conway et al. (2020), there is no literature corroborating the role of work alienation as a mediating variable between resilience, burnout, and work engagement.

Given the potential negative effect of work alienation on several behavioral outcomes, it can be expected that the aforementioned relations between resilience, burnout, and work engagement (hypotheses 4 and 5) can be negatively affected by the presence of a feeling of disconnection with work. Additionally, and as already mentioned, a worker with high levels of personal resources, such as resilience, tends to absorb fewer negative outcomes from work performed, decreasing the probability of burnout, and increasing their engagement (Cao and Chen, 2021). In this way, the researchers can infer that:

Hypothesis 6: Work alienation mediates the negative relationship between resilience and burnout of temporary agency workers.

Hypothesis 7: Work alienation mediates the positive relationship between resilience and work engagement of temporary agency workers.

Based on the literature review on resilience, work alienation, burnout and work engagement, the hypothesis drawn are presented in the following conceptual model (Figure 1):

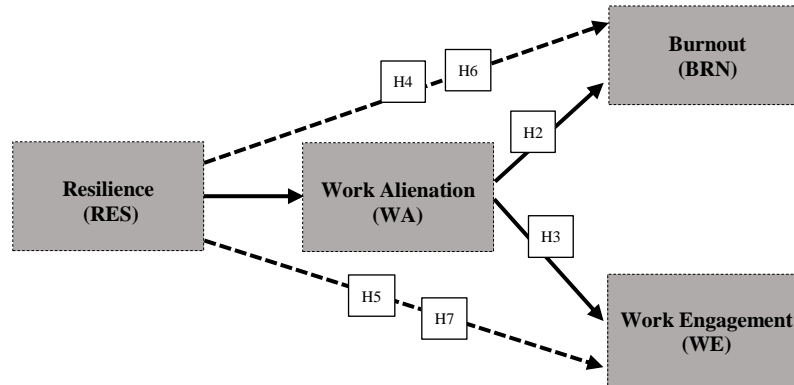


Figure 1: Conceptual Model

Research Methodology

This research aims to examine the relationship of resilience with burnout and engagement and assess the role of work alienation as a mediator of these relationships in the context of temporary agency workers. The empirical design follows a quantitative approach based on a survey of temporary agency workers. The main constructs were measured using validated scales found in the literature, and the analysis of the results was based on statistical procedures capable of testing the proposed conceptual model.

Measures

Four main concepts were used in this research: resilience, work alienation, work engagement and burnout. The measures of these concepts were based on validated scales.

Resilience was measured using the short version of the Connor-Davidson Resilience Scale (CD-RISC-10) (Campbell-Sills and Stein, 2007). The scale comprises 10 items (e.g. “Can achieve goals despite obstacles”) and uses a 5-point Likert scale, ranging from 1 (never true) to 5 (always true).

Work alienation was measured using the scale developed and validated by Nair and Vohra (2010) with 8 items (e.g. “Facing my daily tasks is a painful and boring experience”). A 7-point Likert scale was used, ranging from 1 (totally disagree) to 7 (totally agree).

Burnout was measured using the abbreviated form of the Maslach Burnout Inventory (aMBI) (Riley et al., 2017) scale. The aMBI scale is based on the original MBI scale (Maslach and Jackson, 1981), measuring emotional exhaustion, depersonalization

and personal achievement (3 items each). A 7-point Likert scale was used, ranging from 0 (never) to 7 (every day).

Finally, employee engagement was measured using the short version of the Utrecht Work Engagement Scale (UWES), comprising 9 of the original 17 items (Schaufeli et al., 2006). The short version of UWES measures the original three dimensions - vigor, dedication and absorption - using a 7-point Likert scale ranging from 1 (never) to 7 (every day).

Procedures and participants

Data collection was based on a five-section questionnaire, corresponding to the measurement of the main constructs and socio-demographic questions. The questionnaire was made available online, and participation was anonymous and voluntary. The purpose of the questionnaire was explained to the participants, and informed consent was obtained. A pre-test was also conducted with 10 workers to assess whether the questions were understood.

The sample of this study is made of TAW registered on one of the largest temporary agency companies operating in Portugal. The questionnaire was sent to 4,972 registered TAW in March 2021, and 2,062 responded, resulting in a 41.5% response rate. After eliminating 12 observations due to incomplete answers, the final sample consists of 2,050 responses.

Regarding socio-demographic characteristics (Table 1), 50.1% of the temporary agency workers surveyed are women, and 50.2% are under 30 years of age. Most of the participants reside in the Lisbon metropolitan area (32.8%), followed by the North region (30.5%) and the Center region (20.9%), offering an approximately proportional distribution of the Portuguese population. In terms of the length of the last (or current) employment contract, 53.4% of respondents said that the contract was (or still is) longer than 6 months.

Table 1. Sociodemographics

	Frequency	Valid Percent	Cumulative Percent
Gender			
Men	1023	49,9	49,9
Women	1027	50,1	100
Age			
Less than 30	1030	50,2	50,2
31 to 40	611	29,8	80,0
41 to 50	307	15,0	95,0
51 to 60	89	4,3	99,4

More than 60	13	0,6	100
Regions			
North	626	30,5	30,5
Center	429	20,9	51,4
Lisbon metropolitan area	671	32,8	84,2
South	324	15,8	100
Length of last contract			
Less than 3 months	490	23,9	23,9
3 to 6 months	465	22,7	46,6
More than 6 months	1095	53,4	100

Research Results

Statistical analysis was performed to characterize the sample, and the statistical relationships between the socio-demographic characteristics and the variables included in the structural model were analyzed through simple linear regressions estimated by the Ordinary Least Square (OLS) method. Then, a statistical analysis of these variables (dependent and independent) used in the study was also carried out in SPSS v25, and a categorization of burnout levels was presented. Finally, the Partial Least Square (PLS) method in Smart PLS3.0 was applied to the structural model. (Ringle et al, 2015). This method combines a factor analysis with multiple linear regressions estimated by the OLS method, exploring the relationships between the indicators or items and the latent variables formed and between latent variables (Hair et al., 2019). The sample data does not have a normal distribution (concluded through a normality test performed in SPSS), and the PLS method does not require data normality. The application of the PLS method is carried out in two phases: (1) application of the PLS logarithm to the structural model, requiring the validation of the PLS model obtained in terms of reliability, consistent and discriminant validity, and (2) bootstrapping analysis that will allow testing the relationships established in the structural model.

Evaluation of the PLS model

The PLS model obtained was validated in terms of reliability and consistency using the measures indicated by Hair et al. (2019): Cronbach's Alpha ($C\alpha > 0.70$), Composite Reliability ($CR > 0.70$) and Average Variance Extracted ($AVE > 0.50$). The results obtained (Table 1) are superior to the reference values, so the model obtained is reliable and convergent. To assess discriminant validity, the Fornell-Larcker criterion was used (shown in table 2, diagonally in bold), and it is concluded that there is discriminant validity between the constructs and the way they were measured by the items.

Table 2. Measures of the PLS model

	Cα	CR	AVE	RSL	WA	BRN	EE
Resilience (RSL)	0.914	0.929	0.573	0.757			
Work Alienation (WA)	0.933	0.945	0.681	-0.254	0.825		
Burnout (BRN)	0.731	0.800	0.287	-0.345	0.640	0.536	
Work Engagement (WE)	0.964	0.970	0.780	0.482	-0.471	-0.468	0.883

The determination coefficient R^2 of the endogenous variables WE, WA and BRN was also evaluated. The variables RSL and WA explain 36.2% of the WE ($R^2 = 0.362$); RSL and WA explain 44.5% of BRN ($R^2 = 0.445$), and RSL explains 6.5% of WA ($R^2 = 0.065$). The PLS model obtained is still a good fit model (Chi-Square= 0.093; Goodness-of-Fit: 0.956; Comparative Fit Index: 0.902; Standard Root Mean Square Residual: 0.094).

Descriptive analysis

The results of the statistical association between the socio-demographic characteristics and the variables in studies are described in table 3. It can be concluded that male temporary workers, older and with a shorter-term employment contract, tend to be more resilient ($\beta = -0.117$, $\beta = 0.098$ and $\beta = -0.044$, respectively). With regard to work alienation, male temporary workers, younger and with shorter contracts, tend to present higher work alienation ($\beta = -0.099$, $\beta = -0.108$ and $\beta = -0.079$, respectively). Finally, female temporary workers, who are older and have a longer contract duration, tend to have higher levels of burnout ($\beta = 0.055$, $\beta = 0.103$ and $\beta = 0.065$, respectively) but also work engagement ($\beta = 0.073$, $\beta = 0.086$ and $\beta = 0.043$, respectively).

Table 3. Statistical association between socio-demographic characteristics and dependent and independent variables

Variables	Gender		Age		Contract Duration	
	β	p-value	β	p-value	β	p-value
Resilience	-0.117	0.045	0.098	0.000	-0.044	0.007
Work Alienation	-0.099	0.000	-0.108	0.000	-0.079	0.062
Burnout	0.055	0.077	0.103	0.001	0.065	0.003

Work Engagement	0.073	0.006	0.086	0.000	0.043	0.046
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Table 4 shows the means and standard deviation of the variables that are presented in the structural model. On average, participants revealed high levels of Resilience (M = 4,023) and Work Engagement (M = 5,261) and low levels of Work Alienation (M = 1,911) and Burnout (M = 1,929).

Table 4. Mean and standard deviation of the variables included in the structural model

Variables	Mean	Std deviation
Resilience	4.023	1.0408
Work Alienation	1.911	1.2483
Burnout	1.929	1.7224
Employee Engagement	5.261	1.773

Considering the results in Table 4, deepening the results obtained for burnout is important. Burnout was measured by three dimensions: Emotional Exhaustion (EE), Depersonalization (DP) and reduced Personal Accomplishment (PA). These dimensions can be categorized according to their intensity. Following the categorization of Shaikh et al. (2019) for emotional exhaustion and depersonalization, values from 0-9 were labeled as “no to low burnout” and values from 10-18 were labeled as “moderate to high burnout”; personal accomplishment is measured in reverse was, so 0-9 was labeled as “moderate to high burnout” and 10-18 was labeled as “no to low burnout”. The results of categorizing burnout levels by dimension are described in Table 5.

Table 5. Categorization of the levels of burnout by the dimensions

Burnout Dimensions	Mean ± SD, f (%)	Cronbach Alpha
Emotional Exhaustion (EE)	3.48 ± 3.93	0.740
No to Low (0–9)	1840 (89.8%)	

Moderate to High (10–18)	210 (10.2%)	
Depersonalization (DP)	2.61 ± 3.32	0.708
No to Low (0–9)	1944 (94.8%)	
Moderate to High (10–18)	106 (5.2%)	
Reduced personal accomplishment (PA)	11.27± 4.80	0.796
No to Low (10-18)	1336 (65.3%)	
Moderate to High (0–9)	714 (34.8%)	

According to the categorization of burnout levels, 89.8% of temporary agency workers have low emotional exhaustion and 94.8% low depersonalization, although they present a low level of personal accomplishment (65.3%).

Explanatory analysis

The results of the bootstrapping analysis that allows the exploratory analysis of latent variables are shown in Table 6.

Table 6. Results of the relationships between latent variables

Relationship	Path (β)	t Value (Bootstrap)	Confidence Interval	Support
			(2,5%; 97,5%)	
H1: RSL →WA	-0.254	10.730	Sig (-0.302; -0.212)	Yes
H2: WA → BRN	0.590	26.869	Sig (0.549; 0.638)	Yes
H3: WA →WE	-0.372	16.977	Sig (-0.416; -0.329)	Yes
H4: RSL →BRN	-0.195	6.927	Sig (-0.247; -0.142)	Yes
H4a: RSL → WA →BRN	-0.150	0.000	Sig (-0.181; -0.127)	Yes
H5: RSL → WE	0.388	10.808	Sig (0.345; 0.430)	Yes

H5a: RSL → WA → WE	0.095	9.855	Sig (0.077; 0.116)	Yes
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RSL has a negative statistical relationship with WA ($\beta = -0.254$) and BRN ($\beta = -0.195$) but is positive with WE ($\beta = 0.388$), confirming hypotheses H1, H4 and H5. WA has a positive statistical relationship with BRN ($\beta = 0.590$) but negative with WE ($\beta = -0.372$), confirming hypotheses H2 and H3. RSL has a negative statistical relationship with BRN when mediated by WA ($\beta = -0.150$) but positive with WE when mediated by WA ($\beta = 0.095$). The statistical relationship between RSL and BRN and RSL and WE loses intensity when mediated by WA.

Discussion

This study aimed to examine the relationship of individual resilience with burnout and work engagement of temporary agency workers when mediated by work alienation. Data were collected from temporary agency workers in Portugal and allowed to test the conceptual model. Supporting hypotheses 4 and 5, the findings revealed that resilience is an important antecedent of burnout and work engagement, but in opposite ways. While resilience reduces burnout levels, it also contributes to higher levels of engagement. These results are in line with previous literature, both in the relationship between resilience and burnout (Ferreira and Gomes, 2021; Ferreira and Gomes, 2022) and in the relationship between resilience and engagement (Amir and Mangundjaya, 2021; Cao and Chen, 2021; Ojo et al., 2021; Xie, 2021). Resilience can be defined as the ability to face negative and stressful situations (Nair and Vohra, 2012). As such, it offers a mental defense that can, on the one hand, contribute to preventing burnout and, on the other hand, create the conditions for greater work engagement. In this context, resilience can be an important component of psychological capital (Luthans and Youssef-Morgan, 2017).

The findings also show that higher levels of resilience are associated with lower levels of work alienation, thus supporting hypothesis 1. Although the literature is scarce on this matter, this result is supported by previous research, namely the idea that resilience acts as a buffer against work alienation (Wang et al., 2019). Although indirectly, Vanderstucken and Caniels (2021) found that psychological capital (associated with resilience) is relevant for explaining work alienation. Similarly to what happens in the relationship with burnout, the ability to face negative and stressful situations positively also contributes to reducing feelings and behaviors of disconnecting from work.

Another set of findings is related to work alienation, burnout, and engagement. The results supported hypotheses 2 and 3, namely that work alienation is associated with higher levels of burnout and lower levels of work engagement. The relationship between work alienation and burnout is well-documented in the literature (Shantz et al., 2012). The main feature of work alienation is the disconnection from work (Nair

and Vohra, 2012). This trait of work alienation is very close to depersonalization, one of the dimensions of burnout, characterized by a more distant attitude toward colleagues or clients (Ferreira and Gomes, 2022). As such, this disconnection from work can act as the antechamber of burnout symptoms, such as emotional exhaustion, depersonalization, and a feeling of inability to cope with the challenges and demands of work (Demerouti et al. 2021).

On the contrary, the relationship between work alienation and work engagement has deserved less attention in the literature. Nevertheless, there is evidence that work alienation decreases some attitudes and behaviors, such as organizational commitment (Tummers and Dulk, 2013) and job satisfaction and involvement (Fedi et al., 2016). Work alienation is characterized by a lack of purpose, a sense of meaningless work and powerlessness (Nair and Vohra, 2012), which, in a way, contrasts with two dimensions of work engagement, namely vigor (the energy put into work), and dedication (identification with work) (Schaufeli, 2002). As such, the presence of high levels of work alienation can be associated with a perception of fewer resources needed to feed higher levels of work engagement (Kartal, 2018).

Finally, the results show that work alienation is a mediating variable between resilience, burnout and work engagement. Although the presence of alienation at work does not change the existing direct relationship between resilience and the two outcomes, there is a reduction in the strength of the association, from $\beta=-0.195$ to $\beta=-0.150$ in the case of burnout and from $\beta=0.388$ to $\beta=0.095$ in the case of work engagement. According to the COR theory (Hobfoll, 1989), in the presence of potential risks of loss of resources, individuals may engage in behaviors that reduce this risk. Temporary agency work has been linked to several factors that may be understood as potential threats to loss of resources, such as low pay and meager benefits (Dütsch 2011), few or no career opportunities (Mitlacher 2008), working in dangerous settings, less access to training and assistance for occupational and health promotion activities (Becker and Engel 2015). This context may lead individuals to emotionally disconnect from work, creating the perception of protection of individual resources, such as their well-being (Boyce et al., 2007), especially when emotional exhaustion and disengagement are at stake (Striler, Shoss, and Jex, 2020). Consequently, the positive effect that resilience could have on preventing burnout and fostering work engagement is diminished or lost.

Managerial Implications

This research offers two main managerial implications. On the one hand, these results highlight the contribution of resilience as a mechanism for reducing burnout and increasing engagement, thus contributing to the well-being and positive relationship with work of temporary agency workers; as such, since the several mechanisms and strategies can be used for resilience building (Vanhove et al., 2015), managers should concentrate on ways to reinforce individual resilience. On the other, it sheds some light on the importance of understanding and preventing work alienation since it may function as a defense mechanism in the face of perceived employment risks.

Conclusion

Temporary agency work is a specific kind of employment relationship where workers do not have a formal relationship with the organization they work for but instead have an employment relationship with a third organization (the employment agency). Due to the short duration of employment arrangements and the unstable nature that characterizes this type of employment relationship, workers may be exposed to several risks that may affect their well-being and their relationship with work.

Framed by this context, the present research aimed to examine the role of resilience in two important employee outcomes, such as burnout and work engagement. Additionally, the study focused on the role of work alienation as a mediator in the relationship between resilience, burnout and work engagement.

The results show that resilience contributes to reducing burnout levels and increasing work engagement levels. Work alienation, on the contrary, contributes to increasing the levels of burnout and decreasing the levels of work engagement. The mediation role of work alienation does not change previous relations but weakens the relationship between resilience, burnout, and work engagement. As such, work alienation may function as a protection mechanism against the perceived risks associated with temporary agency work.

Nevertheless, this research has some limitations. For example, this research does not explain why temporary agency workers engage in alienation behaviors. As such, a future line of research could be related to understanding the reasons for these behaviors. Since resilience is an individual trait, another limitation of this research relates to resilience building and what is the role of temporary work agencies in these initiatives. Although the literature offers some clues on mechanisms and strategies for resilience building (Vanhove et al., 2015), future research should examine possible strategies specifically directed to temporary agency workers and what and how temporary work agencies could be involved in this process.

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ZARZĄDZANIE DOBROSTANEM PRACOWNIKÓW TYMCZASOWYCH: ROLA ODPORNOŚCI I ALIENACJI W PRACY

Streszczenie: Dobrostan pracowników tymczasowych jest wciąż niedostatecznie zbadany, zwłaszcza rola indywidualnych zasobów jako promotorów dobrostanu. W związku z tym niniejszy artykuł ma na celu zbadanie roli odporności jako zasobu zwiększającego zaangażowanie w pracę i zmniejszającego wypalenie zawodowe pracowników tymczasowych. Dodatkowo, niniejsze opracowanie poddaje analizie pośredniczącą rolę alienacji w pracy. Opracowanie opiera się na metodzie ilościowej. Na przykładzie 2 054 pracowników tymczasowych, przetestowano zestaw hipotez za pomocą modelowania równań strukturalnych metodą najmniejszych kwadratów (PLS-SEM), przy użyciu SmartPLS3.0. Wyniki pokazują, że odporność jest pozytywnie związana z zaangażowaniem w pracę i negatywnie związana z wypaleniem zawodowym. Alienacja w pracy odgrywa rolę pośredniczącą między odpornością a wypaleniem zawodowym i zaangażowaniem w pracę pracowników tymczasowych poprzez zmniejszenie wpływu odporności. To nowatorskie badanie podkreśla wkład odporności jako mechanizmu zmniejszającego wypalenie zawodowe i zwiększającego zaangażowanie w pracę, ale także znaczenie zapobiegania alienacji w pracy. Jako że odporności można się nauczyć, a alienacji w pracy można uniknąć,

niniejsze opracowanie ma istotne znaczenie dla strategii i praktyk zarządzania zasobami ludzkimi.

Słowa kluczowe: praca tymczasowa, odporność, wypalenie zawodowe, zaangażowanie w pracę, alienacja w pracy

管理临时中介工作人员的福利：韧性和工作异化的作用

摘要：临时工的福利仍未得到充分研究，尤其是个人资源作为福利促进者的作用。因此，本文旨在研究复原力作为一种资源在提高工作参与度和减少临时机构工作人员倦怠方面的作用。此外，本研究还检验了工作异化的中介作用。该研究采用定量方法。基于 2,054 名临时代理工作人员的样本，使用 SmartPLS3.0 使用偏最小二乘结构方程模型 (PLS-SEM) 测试了一组假设。结果表明，弹性与工作投入呈正相关，与倦怠呈负相关。工作异化通过降低弹性效应在弹性和职业倦怠与临时工的工作投入之间起中介作用。这项研究的新颖性强调了弹性作为一种减少倦怠和提高工作投入的机制的贡献，同时也强调了防止工作疏远的重要性。由于可以学习弹性并避免工作异化，因此本研究对人力资源管理策略和实践具有重要意义。

关键词: 临时代理工作, 弹性, 职业倦怠, 工作投入, 工作异化