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**THE ROLE OF THE TEMPORARY WORK AGENCIES
AS INTERMEDIARIES AL THE SPANISH LABOUR
MARKET**

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**THE MANAGEMENT OF TEMPORALITY IN SPAIN. THE ROLE OF
THE TWA'S.**

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THE MANAGEMENT OF TEMPORALITY IN SPAIN. THE ROLE OF THE TWA'S.

SUMMARY

The Temporary Work Agencies (TWA's) have become an insertion way for workers in accordance with the new business models, so the aim of this work is to analyze the role of the TWA's as intermediaries at the Spanish labour market in order to show their importance and the possibilities they offer for the future. The findings of the analysis show the relevant role of the TWA's in Spain as they promote continuously the employability of the worker, they are a stepping stone to long term employment stable employment, they act as an effective recruitment way for disadvantaged into the labour market and a professional channel that contributes to a good relationship between the work post and the worker's abilities. However, the temporary workers managed by these agencies are still scarce in Spain when compared to other UE countries. The TWA's have to evolve to the same extent they are doing in Europe, to become Global Employment Agencies.

Key words

Temporality, TWA, labour flexibility

1.- INTRODUCTION

The development of the Spanish economy in the last few decades has been marked by the continuous need of the enterprises to comply with the new requirements of a more dynamic and uncertain environment, due to the globalization and significant social and technological changes that has led to important changes at the labour market. The results obtained by the European economies in the last few years have shown the need to adapt the productive structures to increasingly competitive and internationalized markets.

The Temporary Work Agencies (TWA's) have become an insertion way for workers in accordance with the new business models. The transformation of the productive processes has led to new business organization and therefore, to new ways of employment like the organization of human resources through the TWA's.

Contrarily to what the name TWA could suggest, the data shows these agencies do not create temporality, but manage the real needs that are the reason of this type of recruitment, for example, production upturns and lack of personnel because of sick and maternity leaves.

The Spanish labour market has a similar situation than the one of the other European countries where a larger penetration of temporary work agencies causes a lower temporarily rate. However, in Spain, the TWA's only managed the 16.6% of the total temporary contracts in 2007, which suggests a very scarce participation compared to other EU countries where the temporality rate is around the 13%, though the TWA's manage about the 40% of the temporary contracts. In view of this situation, the **aim of this work** is to analyze the role of the TWA's in managing the temporality of the labour market in order to show their importance, the added value they offer and the challenges they face for the future.

In order to achieve this target, the work was structured as follows: firstly, the definition of the TWA's and their regulation; then, a "radiography" of the labour market in order to show the significance of temporality and an analysis of the contributions of the TWA's with respect to the management of the temporality. Finally, we will come to a series of conclusions.

2.- ANALYSIS OF THE TEMPORARY WORK AGENCIES IN SPAIN

In the last few decades the Spanish economy has had to evolve in accordance to the results obtained by the European economies, towards the continuous adaptation of the companies to their more dynamic and uncertain environment in order to maintain their competitiveness. Phenomena like globalization and the important technological and social changes have caused significant changes at the labour market as a consequence of the need to adapt the productive structures to increasingly internationalized markets.

The strong demand fluctuations of products as a consequence of the change in technologies and consumers' taste has made the organizations search for mechanisms and structures that provide them with flexibility and allow them to respond rapidly to the changes of the market. Flexibility is, therefore, a basic principle for the functioning of the enterprises to maintain their competitiveness and even their survival.

In this respect, the TWA's play a significant role to improve the business flexibility, especially, the labour flexibility, because they are a way for work externalization and facilitate the productive decentralization (*outsourcing*), resources that are both much used by the new types of business organization. However, this flexibility process has been not interiorized by the labour market yet, or by the enterprises or the employees, as it happened in other economies like the North American one. In view of this situation, the TWA's are playing a significant role in this change of culture, opening the way to new thought models.

2.1.- Definition of TWA's and their aims

A TWA is the enterprise whose activity is to have the workers it recruited, who were previously selected, at other enterprise's disposal with a temporal character (art.1 of the Law 14/1994, LETT), so that the TWA's do not perform a placement function or represent just the bridge between labour supply and demand (employment agencies), or assume the performance of the work or service of the main enterprise with its own workers (auxiliary or contractor enterprises); their specific function is to recruit workers to place them temporally at the user companies (Monereo and Moreno, 2004: 52).

The TWA's are, therefore, service companies whose business activity is to provide other client or user enterprises with workers in order to meet their temporal labour needs with respect to quantity and quality. In that respect, they will select, recruit and train a group of workers that should be available for the enterprises that hire their services, thus guaranteeing that the workers provided comply with the agreement between both enterprises (Rodríguez Piñeiro, 1992). In this triangular relationship, the TWA will appear as the employer of the workers and will take charge of all obligations and responsibilities set by law for this function. The workers recruited are sent to other enterprises. These enterprises can have them at their disposal and use their services in the way they find most convenient, managing their activity and integrating it into the one of their own employees, but officially, the TWA remains as the employer. In this respect, the existence of a labour relationship between the TWA and the workers provided to other enterprises is a key factor, because this is the core element in delimiting the TWA.

With respect to the aims of the TWA's, we should point out one as unique and main target: the supply of their services is an organized economic activity. So, their business benefit comes from the difference between their operative costs and the incomes they charge for their services, just like all the service companies. The incomes they obtain from their services are determined on an hourly basis and

according to the characteristics of the personnel provided. The operative costs are determined by the wages of the workers, the costs of selection and training and the maintenance costs of the whole administrative structure of the company. In any case, the TWA's have to write the expenditures off and obtain a profit margin, so their services are relatively expensive, always most expensive than the services provided by other similar workers recruited directly by the enterprise. This high cost makes the user companies resort to this kind of work only when the circumstances of the labour demand justify it, thus making it economically convenient.

We can find different situations where a company finds economically convenient to resort to the services of a TWA: one of these situations is the short-term labour demand, so the companies believe it is not convenient for them to spend money in a selection and training process like the one of workers recruitment. In this case, when resorting to a TWA, they will be able to share the expenditures with the different employers that will make use of these services. So, only one recruitment process satisfies the needs of many user enterprises and the TWA will take charge of an even distribution of the costs as this will affect the different clients that hire its services.

Another situation where the enterprises decide to resort to a TWA is when they require urgently some kinds of qualified labour, and this urgency justifies the high cost that supposes to recruit workers through a TWA. In this situation, the enterprises do not choose a TWA to avoid the recruitment costs, but to avoid the delays or problems as sometimes they demand rare labour qualifications and often the public services are not as quick as the enterprise needs. So, through the TWA's the enterprises solve their problem out as the selection process has been already carried out there and they know exactly the group of workers they should resort to, in each situation. Even when no selection process has been carried out, they can recruit the most proper workers faster than the enterprise.

Finally, an enterprise can also resort to a TWA because of a business decision. That is, the company could have the option to carry out a series of activities through its own workers, who were recruited and managed by the company itself, or resort to the workers recruited by the TWA's, thus decentralizing this personnel function. When this type of work organization is used, in theory, all management of the company's personnel could be subcontracted, thus being the company able to make use of the workers without carrying out a recruitment process.

2.2.- Regulation of the TWA's

The Temporary Work Agencies (TWA's) were regulated by law 14/1994 in 1994, though they had been running since some time ago, in order to guarantee the labour rights and the social protection of the workers they recruit to provide the user companies. From this moment, their regulations have undergone significant changes with the aim of improving the working conditions of the workers to be placed in the user companies, especially the wage, as well as of restricting the activity of these enterprises to limit their effects on a much precarious labour market and high temporality and labour

accident rates. Nowadays, there is no relationship between the TWA's and precariousness, the accident rate and growing temporality at the labour market, as since their regulation, these rates have not increased at the sectors where they are allowed to act as intermediaries.

As stated before, after the regulation of the TWA's some legislative and collective bargaining regulations were laid down, because the workers recruited by these enterprises had wage malfunction as a consequence of the TWA model that was first introduced in Spain. Specifically, the wages of the workers recruited through a TWA were lower than those set for the workers recruited directly by the user company, though carrying out the same tasks or works. This was recognized by law 29/1999 that argues that "the high degree of acceptance of this type of recruitment comes not only from the fact that it is a more flexible way of recruitment, but also from the lower wage costs that supposes the recruitment of Temporary Work Agencies' workers, and this is the main reason for their utilization".

In view of this situation, this new law was enacted 16th of July, 1999, which means a reform of the TWA's regulation. The most important amendments were the following:

- Establishment of Equal Pay: the wages of the workers recruited through a TWA and those recruited directly by the user company were put at the same level, in accordance with the collective bargaining agreement applicable for each post.
- The TWA's were bound to provide the workers that will be placed at a user company with practical and theoretical training about the risks of the posts they will hold.
- The TWA's were bound to have a minimum of 12 workers with open-ended contracts on their payrolls for every 1.000 workers available to be placed at a user company.

Nowadays, the employers' organization of the TWA's sector has signed four collective bargaining agreements with the majority trade union confederations, CC.OO.(Comisiones Obreras) and UGT(Unión General de Trabajadores). These agreements were and are useful to get a good and proper regulation of the sector and protect the interests and welfare of the workers.

In spite of the legislative development of the sector, the TWA's are still treated in a different way when compared to the common temporary recruitment and other types, and have some limitations regarding their activity, though these ones do not happen in Europe.

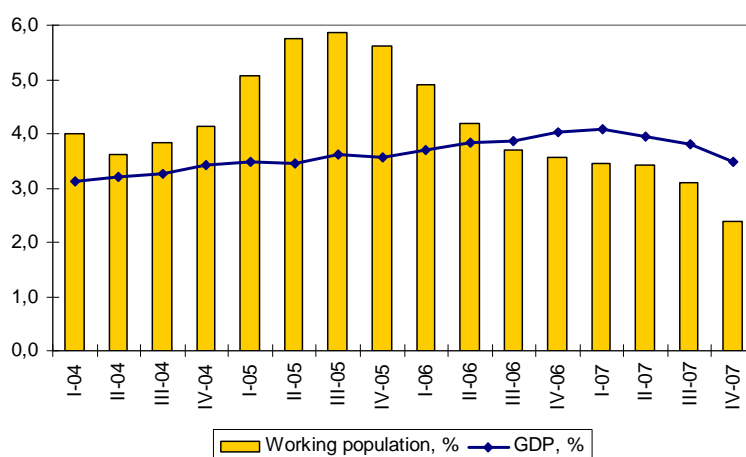
In this respect, the TWA's are bound to pay a higher sum to their workers when their contract ends and they have limitations on their activity, which prevent them from placing workers at risky sectors or Public Administrations (Central, Autonomous, Provincial and Local Administration).

3.- THE MANAGEMENT OF TEMPORALITY AND THE TWAS

3.1.- The Spanish labour market and the temporality

The Spanish economy, which grew a 3.8% on annual average in 2007 and at 3.5% rate in the last quarter on the year-on-year average (Graphic 1), continues generating work posts and recruiting both national and foreign labour.

Graphic 1. GDP (%) and Working Population (%). Variation from year to year.



Source: INE (Statistics National Institute)

If we analyze the main indicators of the labour market (Chart 1) from 2002 to 2007, we can observe a steady increase of the activity rate, reaching the 58.9% in 2007. The labour market was able to absorb this rise, by increasing the employment rate from 48% up to 54% within 5 years, and reducing the unemployment rate from 11.5% down to 8.3%. However, this rate is still above most of European countries unemployment rates.

Chart 1. Evolution of the main Spanish labour market rates

| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
|-------------------|------|------|------|------|------|------|
| Activity rate | 54,3 | 55,5 | 56,4 | 57,4 | 58,3 | 58,9 |
| Employment rate | 48,0 | 49,1 | 50,2 | 52,1 | 53,4 | 54,0 |
| Unemployment rate | 11,5 | 11,5 | 11,0 | 9,2 | 8,5 | 8,3 |
| Temporality rate | 31,8 | 31,8 | 32,5 | 33,3 | 34,0 | 31,7 |

Source: INE (Statistics National Institute)

In spite of the positive response of the Spanish labour market in terms of unemployment and employment, one of the most important problems of our labour market is temporality. In 2007, the annual temporality rate was located at 31.7%, one of the highest figures ever reached in Spain. This problem is related to the current tendency of the enterprises and the governments to search for flexibility.

Generally, business flexibility is the general adaptation ability of the enterprise, which allows it to face the necessary changes in order to maintain/improve its competitiveness. From the business management point of view, labour flexibility would be the way of efficiently adapting the available human resources and the organization of the work to the service & product demand variations –in quantity and quality-, as well as to the diversification of products. One of the main ways to achieve labour flexibility is by using the TWA's, mainly to face specific activity rises and to replace permanent workers during their absence periods.

So, evidently, the TWA's services allow having more flexibility in the use of the payroll and in maintaining the productivity and competitiveness levels by reducing the personnel costs. Besides, the standardization in the use of the TWA's allows the Spanish enterprises to approach the market conditions of the European competitors (Albizu, 1997).

On the other hand, if we analyze the national sectorial structure of the Spanish labour market taking the number of employed workforce as reference (Chart 2), the sectors with the highest proportions of workers recruited are the services sector (66.2%), followed by the industry (16%). Coherently with their significance in terms of employment, these sectors are the ones that demand the most temporary recruitment. However, the temporary contracts proportion in industrial and service sectors is less than in construction and agriculture sectors, that is, the temporary rate is smaller.

Chart 2. Working Population by Economic Sector in Spain. Year 2007

| | Agricultura | Industria | Construcción | Servicios | Total |
|----------------|-------------|-----------|--------------|------------|------------|
| Total Nacional | 925.525 | 3.261.775 | 2.697.350 | 13.471.325 | 20.356.000 |
| Peso | 4,5% | 16,0% | 13,3% | 66,2% | 100,0% |

Source: INE (Statistics National Institute)

After this brief "radiography" of the labour market through its main rates, it is necessary to analyze the types of contracts and their development in order to understand the temporality phenomenon. The Chart 3 shows the evolution of the contracts, with a remarkable increase of 41.12% of the open-ended contracts in 2006, with respect to 2005. Last labour reform has motivated the open-ended contracts. In 2007, the contracts growth is a little softer, especially in the temporary contracts (0.3%). However, the importance of the temporary contracts are still predominant (88%).

Chart 3. Evolution of the contracts

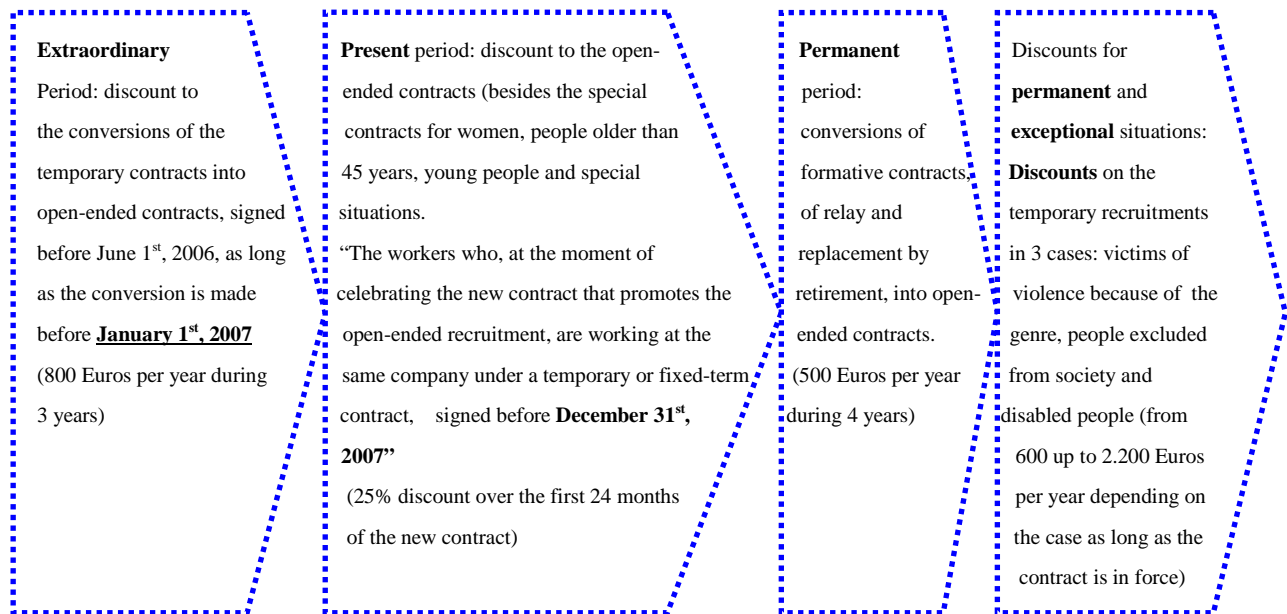
| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total of contracts | 14.179.248 | 14.668.063 | 16.350.784 | 17.164.965 | 18.526.772 | 18.622.108 |
| % variation | 0,9% | 3,5% | 11,5% | 5,0% | 7,9% | 0,5% |
| Open-ended contracts | 1.282.960 | 1.269.768 | 1.419.718 | 1.542.838 | 2.177.245 | 2.220.384 |
| % variation | -1,6% | -1,0% | 11,8% | 8,7% | 41,1% | 2,0% |
| Temporary contracts | 12.896.288 | 13.398.295 | 14.931.066 | 15.622.127 | 16.349.527 | 16.401.724 |
| % variation | 1,1% | 3,9% | 11,4% | 4,6% | 4,7% | 0,3% |

Source: MTAS (Ministry of Labour)

These data can be explained through the targets of the Labour Reform (which came into effect last July 1st, 2006): the creation of steady employment and the reduction of the temporality rate. This caused that most of the open-ended contracts of 2006 come from the transformation of temporary contracts, because this transformation had a bonus. The "Labour Effect" was similar in 2007 but smaller than 2006, due to the bonus of the open-ended contracts (graphic 2).

These data show that the management of the real temporality needs is necessary at the Spanish labour market. One agent that has an active role in this management is the TWA. If we analyze the sector of the temporary work agencies, the penetration rate is only 16.6% in 2007.

Graphic 2. **The Effect of the Labour Reform**



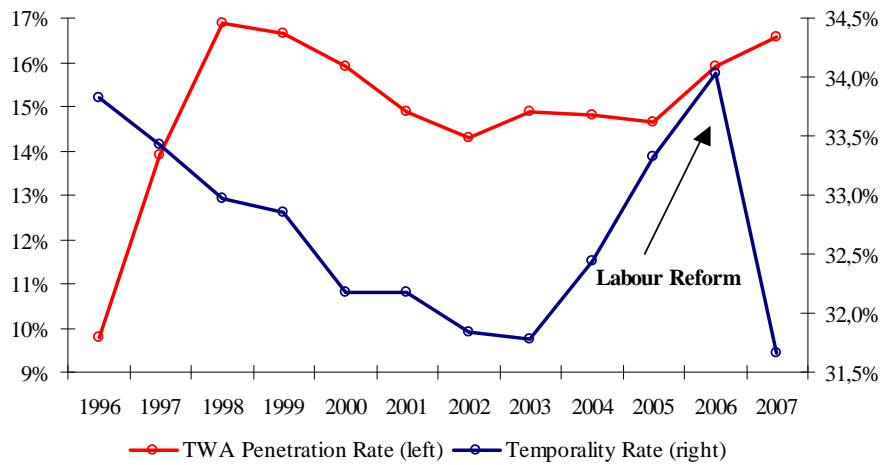
3.2.- The management of temporality and the TWA’s

The Spanish labour market shows a similar situation than other European countries, that is, the more penetration of TWA’s, the less temporality rate (Graphic 3). In other words, the TWA’s are a tool to manage the real temporality needs.

In spite of the added value the TWA’s offer, they managed only the 16.6% of all the temporary contracts in Spain in 2007 (calculated as TWA’s registered contracts over the total of temporary ones), which supposes a very scarce participation when compared to other EU countries where the temporality rate is around the 13%, though the TWA’s manage about the 40% of the temporary contracts. This seems to indicate that the most part of the temporary contracts in Spain are being managed through other intermediaries with fewer guarantees, which generate an unnecessary temporality increase that does not comply with the real needs and characteristics. In fact, the Social and Economic Council reflects about this in the bulletin of the Industrial Relationships Observatory published in May, 2005, as follows: *“This evolution leads to a reflection about the adaptation of the current regulatory frame of the TWA’s with respect to the changes the productive system underwent, particularly regarding the diversity of tools available for the enterprises to achieve better organizational flexibility. The tendencies in Europe point to a growing flexibility of the national legislations, in balance with the maintenance of the employment working conditions quality, together*

with a tendency to give a more important role to the TWA's within the framework of the employment policy”.

Graphic 3. Temporality and penetration of the TWAs in Spain



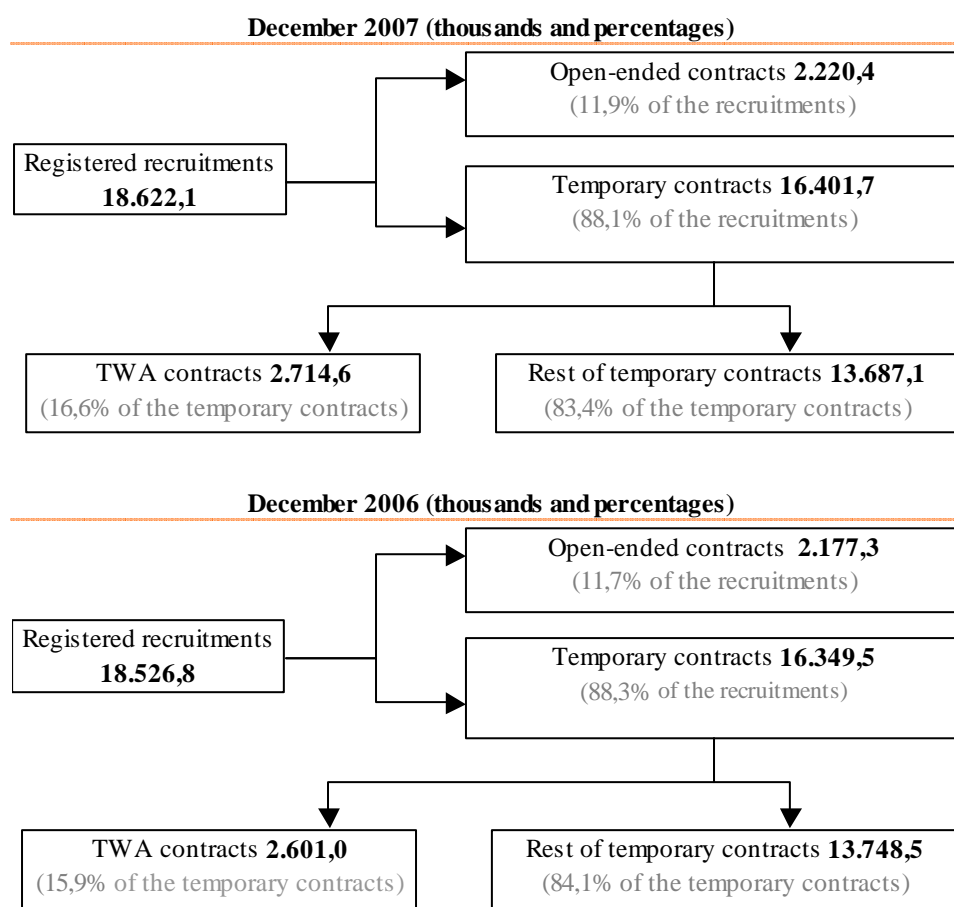
Source: MTAS² and own data

The Report of the Experts' Commission for the Social Dialogue affirms that *“though the most of the recruitments provided by the TWA's are temporary, this temporality is, in any case, subject to the causality principle, probably with the presence of inadequate temporality, which is much more limited than the existing one when the enterprises carry out directly temporary recruitments”*.

We can also see that the sector of temporary work agencies has a consolidated presence in our county, acting as intermediaries between the labour market and the enterprises (Graphic 4).

² Ministry of Work and Social Affairs

Graphic 4. General diagram of the Spanish labour market

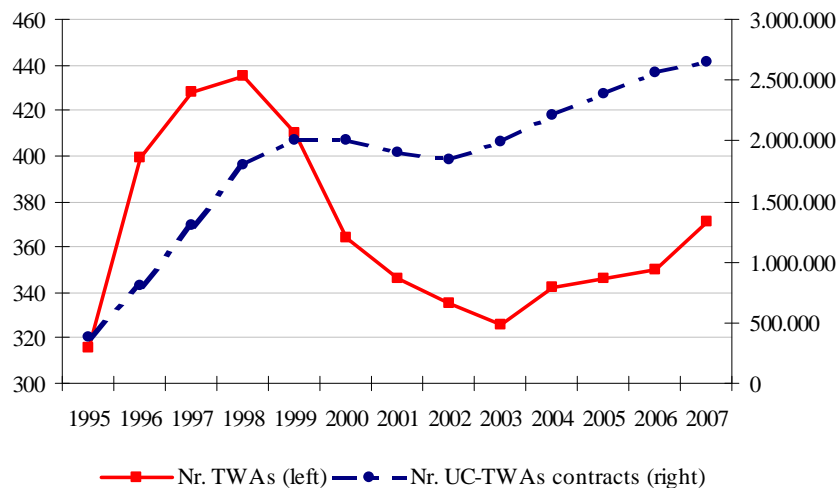


Source: INEM (Employment National Institute) and own data

Since the appearance of the TWA's in Spain in 1994, there has been an evolution both in their competences and their regulation, which makes that currently, the recruitment through the Temporary Work Agencies, is considered as a good alternative for the enterprises and the workers as they represent a tool that contributes business competitiveness within a *Model of Flexisecurity* (flexibility Labour and security for the worker) and transparency for the regulatory organism.

Nowadays, the TWA's offer their services through basically three types of contracts: fixed term contracts for specific work or services, fixed term contracts for temporary production reasons and replacement temporary contracts to cover workers on leave. In turn, the most demanding sectors of these types of contracts, excluding the construction industry in which the TWA's cannot become involved, are the industrial and services sectors.

Graphic 5. Evolution of the number of TWA's and User Company-TWA contracts



Source: MTAS and own data

By the application of the above mentioned laws and a series of regulations, the sector has undergone a self-regulation process as shown by Graphic 5. From 1999, simultaneously with the decision of wage parity and the regulatory process before mentioned, the number of TWA's shows significant decreases till 2003 (from 410 down to 326 TWA's), when they began to recover. Within the same period, the contracts signed between the user companies and the TWA's (UC-TWA's contracts) stopped growing and underwent a slight decrease from 2000 to 2002, and began to recover from 2003, growing from 1.991.140 in 2003 up to 2.653.330 in 2007, just like the number of TWA's that grew from 326 up to 346 within the same period. So, after the reform of 1999 the sector needed two years to settle down and raise public awareness, period that was followed by more confident enterprises and workers. However, these increases loose strength when compared to the significant growth of the temporary contracts registered in INEM³. This doesn't mean that the TWA's have less penetration, but, as this is very scarce (16.6% in 2007 if we take the temporary contracts registered as reference, and 16.2% calculated from the UC-TWA's contracts of the sector over the total of temporary contracts⁴), the increases of the temporary contracts are absorbed in 83.4% by other types of temporary recruitment with fewer guarantees and scarce regulation.

In spite of the limited activity of the TWA's, the last data available show a monthly average management of 221.111 UC-TWA's contracts, which corresponds to 156.748 workers per month provided to user companies. These data suggest a monthly rotation rate of 1.4%, which means that, there are less than two contracts signed per each worker recruited. Of course, if the analysis is made by taking longer time periods, the rotation rate varies as this is a component attached to the temporary

³ National Institute of Employment

⁴ The TWA's, have two types of contracts (worker: labour contract / user company: UC/TWA) as they have a triangular labour relationship TWA-enterprise-worker. Public statistics offer data about both type of contracts, but they are not coincident)

recruitment. Which is clear, in any case, is that the matching of needs that the TWA's perform is a much proper interrelationship between supply and demand of work.

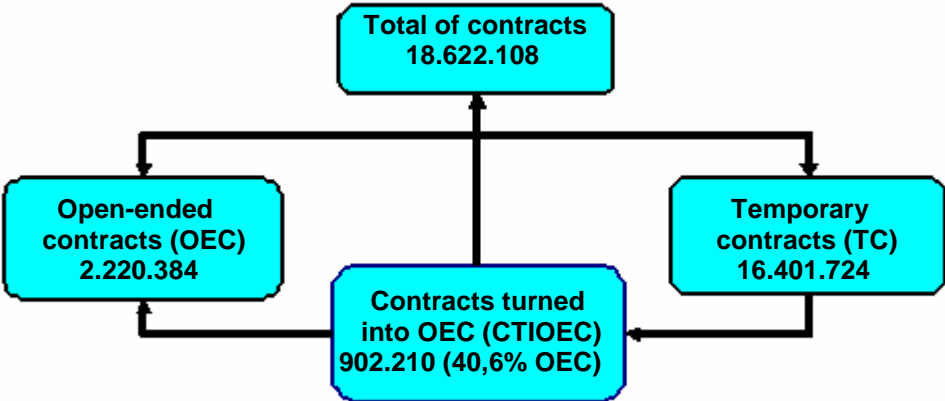
Another added value offered by the TWA's is their role to turn temporary contracts into open-ended ones, as well as the part-time recruitment, a type of labour flexibility that is much developed in Europe, but still to a minimum extent in Spain. Therefore, and in order to complete the role of the TWA's regarding labour temporality, we have to refer to both subjects:

1.- Transformation of temporary contracts into open-ended ones

The search for labour security through open-ended contracts is one of the characteristics of the Spanish labour market. Labour culture in Spain has not changed in accordance with the tendencies of the labour market, so the markets boost the flexibility for the enterprises, while the employees search for a better permanent post. These divergences between labour supply and demand made the conversion of temporary contracts into open-ended ones follow an expansive tendency. The 4.8% of the total recruitment comes of the conversion of temporary contracts into open-ended (902.210 contracts) and the latter ones represent 40.6% of the open-ended contracts category (graphic 6).

In this case, the role of the TWA's becomes evident when analyzing the leader contracts regarding the transformation into open-ended ones, which are fixed term contracts for temporary production reasons (72.9% of the transformations), where the TWA's account for the 50%. The temporary contracts for specific tasks are situated in second place, accounting for the 19.5% of the transformation, which are also managed by the TWA's.

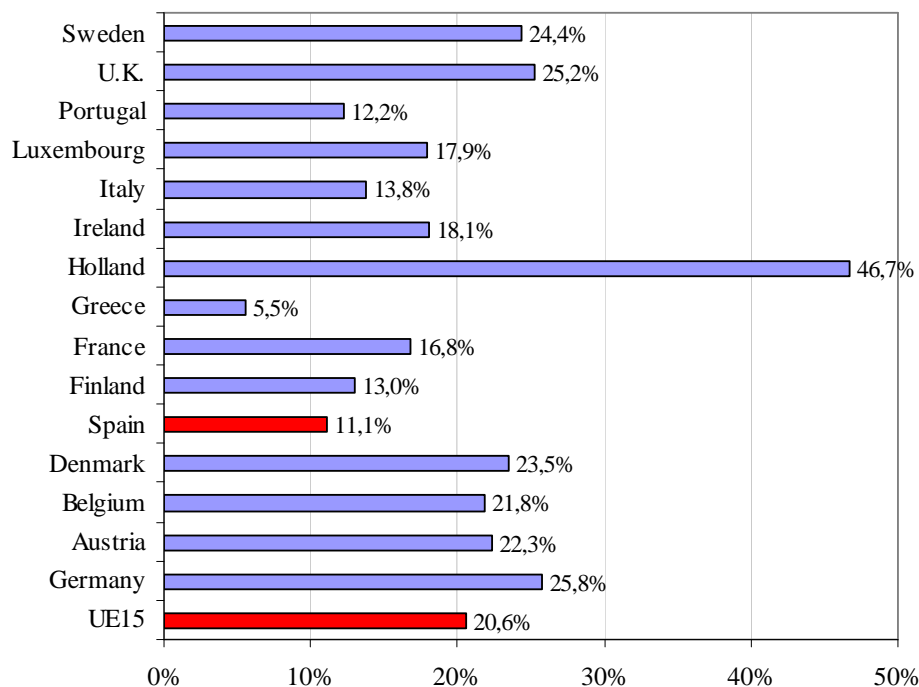
Graphic 6. Structure of the contracts and their transformation into open-ended ones – 2006



2.- Part-time contracts

The TWA's have encouraged in some cases the part-time recruitment, option that allows reducing the total unemployment rate, above all for the disadvantaged groups of the labour market, mainly women, who are more inclined to harmonize their labour life with the family. Concretely, in 2007, the TWA's managed a total of 674.569 part-time contracts in Spain, which account for the 25% of the total registered recruitments. This type of contract is increasingly frequent in Spain, though the figures are far away from the European average (Graphic 7). In this respect, the expected legal extension of the performance and competences of the TWA's could allow the labour market and some specific sectors to benefit to a greater extent from the positive effects of partiality, both for the employees and the employers.

Graphic 7. **Partiality rate of the European Union, 2007**



Source: EUROSTAT

With respect to the “outsiders” or disadvantaged groups, women, young people and people older than 45 years, the TWA's carry out a management work. Their recruitments show more gender parity with respect to the total temporary contracts and their workers have high-to-medium education levels.

In **women's** case, their integration process into the labour market was getting consolidated through the years, with activity rates growing from 37.7% ten years ago up to 48.9% in 2007 at national level. However, these rates are still well below the male rates, though the immigration phenomenon is narrowing the gap; in fact, immigrant women show activity rates well above the national women.

If we analyze the figures we can see these tendencies and the specific contribution of the TWA's in women's case (Chart 4). According to the data provided by INE for 2007, 44.3% of the contracts registered by TWA's in Spain corresponds to women, thus proving that, in this sector, the gender parity is a factor that is taken into account when selecting the worker, as the percentage of women regarding the total temporary recruitment is around 40% (data provided by the Ministry of Work and Social Affairs, 2005).

Another group of difficult insertion is the **young people between 16 and 24 years**, who reached unemployment rates of 18.2% in 2007, situation that get worse for the case of young women. In spite of the unemployment rate of this group has been reduced in the last few years, the figures are still worrying. In this case, the recruitment carried out by the TWA's show the effort made to favour their insertion into the labour market, representing the 34.1% of their recruitments in Spain (Chart 4).

Finally, the third group of difficult insertion is the **people older than 45 years**, who had an activity rate of 38.8% and unemployment rate of 6.0% in 2007. For this group, the TWA's have contributed the 8.7% of their recruitments (Chart 4).

Chart 4: **Activity and unemployment rates and TWA's contracts for groups of difficult insertion**

| | Mujeres | Jóvenes* | > 45 años |
|----------------------|----------------|-----------------|---------------------|
| Activity rate | 48,9% | 52,4% | 38,8% |
| Unemployment rate | 10,9% | 18,2% | 6,0% |
| TWAs recruitments | 1.202.052 | 925.279 | 237.141 |
| % collective in ETTs | 44,3% | 34,1% | 8,7% |

* Ages between 16 and 24 years

Source: INE, INEM and own data

4.- CONCLUSIONS

The Temporary Work Agencies (TWA's) have become a way of workers insertion in accordance with the new business models, especially, to facilitate the flexibility through the management of temporary contracts. This is the reason why the aim of this work was to analyze the significance of the temporality at the Spanish labour market on the one hand, and on the other, to reflect in a descriptive way the role of the TWA's in managing this temporality.

In order to achieve the aim of this work, we made a description of the TWA's and their regulation, as well as of the characteristics of the Spanish labour market; starting from these analyses, we tried to show through figures the work of the TWA's in managing the temporality.

The TWA's are services providers companies regulated by law 14/1994 in 1994, whose business activity is to provide other enterprises, client or user companies with temporary workers, in order to

satisfy their temporary labour needs, with respect to quantity and quality. The labour reform regarding the TWA's has represented the first step towards the second great transformation of this sector in Spain, that is, their transformation into global employment agencies as in the most European countries. This evolution would allow these enterprises to utilize all their resources at the Spanish labour market in a more efficient way, thus being able to manage not only temporary contracts but also open-ended ones, to carry out the selection, consultancy, etc. (Aranda, 2006).

The data of the analysis prove that the situation of the Spanish labour market is similar than the one of other European countries, that is, the more penetration of the TWA's, the less temporality rate. This allows us to affirm that the TWA's manage real needs of temporality. In this respect, the industrial and service sectors are the ones with more penetration of TWA's and less temporality rate, contrarily to the construction industry and others.

Besides, the temporary work agencies represent types of recruitment that facilitate the access to a first employment, improving the expertise and employability of the worker (Muñoz Bullón, 2005). This generates an efficient combination of training and practical knowledge for the worker with positive results for the enterprise.

The relevance achieved by these enterprises becomes evident when analyzing the consolidated presence of this sector in Spain, which has an intermediary role between the labour market and the enterprises. This consolidation becomes clear if we analyze the added value offered by the TWA's in Spain in a descriptive way, and their increasingly significant role within the framework of labour policy, as reads the law 29/1999: "the high degree of acceptance of this type of recruitment comes not only from the fact that it is a more flexible recruitment way, but also from the lower wage costs that supposes the recruitment of TWA's workers, and this is the main reason for their utilization".

Because of all the above, the TWA's adapt to the new thought models in which flexibility and labour security are complementary concepts directly related to each other, and therefore, they promote a new way of understanding the job. This model is known as "*Model of Flexisecurity*" and is based on the idea of creating an organizational model that favour the enterprise's flexibility, while guaranteeing the security of the worker. It is an innovative and competitive model that means a better adaptability for the enterprises, thus contributing a high training level for the workers offered by TWA's as key element for the enterprise's competitiveness.

In this respect, the future investigation line is aimed at the studies that link the concepts of flexibility and security with the recruitments through the temporary work agencies in order to analyze the role the TWA's will play in implementing the *Model of Flexisecurity*.

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