



Facultat de Ciències Jurídiques
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**EVOLUTION AND ANALYSIS OF TEMPORARY
WORK AGENCIES AND TEMPORARINESS IN
SPAIN**

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1. INTRODUCTION

1.1 Summary

Temporary employment agencies, are companies that make workers available to other companies (clients), either temporarily or over the long term. This relationship between the three parties, Temporary Employment Agencies, client company and employee, is referred to as the 'triangular relationship'. In addition, with the latest changes in the law regulating these companies, they can act as Placement Agencies, can perform recruitment, training and selection for client companies.

Spain was one of the later countries to legalize this type of companies, in 1994, while other countries had already done it 30 years before, Holland was the first country to legalize this type of companies in Europe in 1965 and in countries such as Germany or France was in the early 70s. This was due to article 43 of the Workers' Statute, which prohibited the transfer of labour by calling it illegal trafficking in labour. (Pérez Guerrero y Rodríguez-Piñero Royo, 2005).

Despite the fact that Spain legalised these companies late, the regulations have undergone numerous modifications in an attempt to adapt to the social and economic changes taking place at national and European level.

The great majority of these reforms are due to the high rate of temporality that our country suffers in comparison with Europe. Spain has a temporary rate in 2017 of 26,8% compared to 14,3% of the European average. In the same year, Spain ranked first in the European seasonality rate, surpassing Poland by 0,7% (26,1%). Among children under 25, in Spain it stands at 73,3%, well above the 43.9% of the EU. The same is true if we look at the data by sex: 26% of men and 27,6%. (El Pais, 2018).

On the other hand, the number of companies of companies, although it decreased a lot during the crisis suffered, has increased slightly in the most recent years, on the other

hand, the number of contracts signed through has grown, reaching a peak in 2018 at the national level.

In this paper we will analyze the temporary work agencies sector, for which we will study the number of total contracts signed during the years 2015, 2016, 2017, January and February 2018 and January and February 2019 in Spain. We will distribute them according to the sector and according to the type of contracts they are. We will also analyze the contracts corresponding to the Comunidad Valenciana and the province of Castellón.

Then we will analyse the company Access Gestión Integral del Empleo, of which we will make an internal and external analysis, we will analyse the services it offers and the types of contracts it has carried out during the year 2018.

1.2 Purpose of the TFG and choice of subject according to the optional subjects taken

Through this Final Project I intend to analyze the evolution of temporary employment agencies in recent years and how this has affected the temporality of our country, focusing on the case of Empleo Express Empresa De Trabajo Temporal S.L., better known as Access Gestión Integral del Empleo, and specifically the office located in Castellón, where I did the internship.

Next, I will briefly comment on the reason for the choice of this topic in relation to the electives taken during this academic year. These electives were AE1042-HR Dynamization, AE1045-Work Law and AE1038-Organizational Behavior. As these electives were related to Human Resources, I have decided to do a Final Degree Project related to this type of companies, since it is easy for me to extrapolate the contents and my knowledge about these subjects to this type of companies.

1.2.1. Dynamization of Human Resources

Thanks to this option, I know the different types of selection processes, the types of existing companies, the types of power that exist, the relationships, the type of leadership and other aspects related to Human Resources in companies.

As far as this option is concerned, I have little to say about it, as it is a fairly familiar office and small in terms of the number of employees, so I haven't been able to see much. But my conclusions as seen over these months have been:

It has been interesting for me to study temporary employment agencies because these days they are not simple companies where people just go to look for a job, they have a development and they offer services on the management of human resources that I did not imagine.

1.2.2. Labour law

This option has helped me to understand the regulation of these companies, both the rights and the obligations. In addition to the rights and obligations of the client companies and the users of these companies. Also to know the different types of contracts, the computation of hours and other knowledge related to the law of this type of companies.

I have seen the different types of contracts that exist, I already knew them from the theory of this option.

It has been interesting for me to take a topic like that of the temporary employment agencies to put into practice my knowledge of labour law and the Statute of the Worker. It has also helped me to understand the legal framework in which these types of companies operate and since when they exist.

1.2.3. Organizational Behavior

This option has helped me to recognize the organizational behavior of the company by relating it to the theory of the subject. Such as Intra-role and extra-role behaviours, organisational citizenship behaviours, virtual working group, coaching and company orientation.

It is interesting for me to analyse the temporary employment agencies from this point of view, since there are no workers from the temporary employment agencies although they are transferred to other companies. At first it was difficult for me to understand, as I could not understand that they had a contract with the temporary employment agencies and that the management of the worker in terms of functions was carried out by another company.

1.3 Objectives

Once the object of the Final Degree Project has been defined, I proceed to determine the specific objectives of this course and the methodology I will use.

First, we will review the historical and legal framework to know the when, how and why of temporary employment agencies. It is also important to analyse developments in recent years related to Spain's economy.

To know how all this has affected Access Gestión Integral del Empleo, I will analyze the company's environment through an analysis of political, economic, social, technological and environmental factors. Then I will analyze in particular the company Access Gestión Integral del Empleo, in particular, the delegation of Castellón, and how everything prior to this influences. Between the external and internal analysis of the company, I will proceed to analyze the weaknesses, threats, strengths and opportunities of this company in the sector.

The general objective of this Final Degree Project is to analyse the sector of Temporary Employment Agencies, at a national level, in the Valencian Community, Castellón in general and the company Access Gestión Integral del Empleo.

1.4. Methodology

In this section we will see the methodology used when carrying out this work.

As for the methodology used in this work, it will be first of all a theoretical revision in which I will look for the legal framework of the temporary employment agencies and their history. Then I will analyze with statistical data the evolution that the temporary employment agencies have had in the past years. This information will be secondary information through the search for studies by the Ministry of Labour, Migration and Social Security and the National Statistics Institute. With all the information obtained, we will analyze the information provided by Access Gestión Integral del Trabajo, primary information, collected through a personal interview with the director of the delegation located in Castellón.

2. REVIEW OF THE TEMPORARY EMPLOYMENT AGENCIES MARKET

2.1. Historical evolution of temporary employment agencies

According to Law 14/94, a temporary work agency is a company whose main activity consists in making available, on a temporary basis, workers hired by it to another user company. The hiring of workers to temporarily assign them to another company may only be carried out through temporary work agencies duly authorized in the terms provided in this Law.

As a result of the modification of the law, temporary employment agencies may also act as placement agencies when they comply with the requirements established in Law 56/2003, of 16 December, on Employment, and its implementing regulations. They may

also develop training activities for professional qualification in accordance with the specific application regulations, as well as human resources advice and consultancy. (Law 56/2003).

Now, after the 2012 labour reform, temporary employment agencies now allow the Public Employment Services, the former INEM, to subcontract job search to employment agencies and temporary employment agencies to become more easily this type of labour intermediation company. (Royal Decree-Law 3/2012).

The objective of temporary employment agencies is to hire workers temporarily for other companies, so their basic functions will be to attract companies that want or need their services, recruitment, selection and / or training of workers. All this requires a great knowledge of the current job market in order to find the right worker with the profile that the client company is looking for. Later on, they give the worker to the client company, delegating to it the direction and control of the work. These reasons plus professionalism and speed are the main reasons why companies rely on temporary employment agencies. (Rodríguez-Piñero, 2000)

The concept of a temporary employment agency began to be used in the late 1920s, and it is believed that Sam Workman, in 1929, was the first to create the first temporary employment agency, called Workman Diversified Enterprises. However, the boom in the business of temporary employment agencies occurred throughout the Second World War, especially in the port sector due to the casualties caused by the conflict. At the end of the 50's, its use grows in different industries due to the different advantages that this sector of companies offers to the economy. They were established in countries such as the United States, the Netherlands, the United Kingdom and Switzerland. By the third quarter of the twentieth century they were established in other Western European countries, such as Belgium, France and Germany. (Tena, 2000).

In Spain, this implementation lasted until 1994, since the Workers' Statute, in its article 43, considered the transfer of workers as illegal trafficking of labour. The adoption of this

business model in Spain is due to the fact that the Spanish labour market must not and cannot function without taking into account the rules of the game existing in the European Union, with the aim of making the institutions legal. This is one of the main reasons why temporary employment agencies are born in our country. These activities help workers to gain access to work and become familiar with the life of the company. Therefore, in 1994, through Law 14/1994, the legal framework for temporary employment agencies in Spain was established, guaranteeing the labour rights and protection of agency workers by these companies. (Pérez Guerrero, M^a L; Rodríguez-Piñero Royo, M, 2005).

2.2. Analysis of the current labour market

Once the analysis of the emergence of temporary employment agencies and the legal framework governing them is done, we will move on to an analysis of the labour market in recent years.

2.2.1 Spanish active population

In this section we will analyse the Spanish labour market according to the state of people from 2013 to 2018. We will also analyse the type of employees in Spain during the same years.

In order to start analysing the labour market, we must do so with the general data of the Spanish labour market, which will show the evolution of employment in our country. To this end, we will examine the rate of activity, occupation and unemployment.

Table 1: Spanish active population

	2013	2014	2015	2016	2017	2018
Assets	23.070,9	23.026,8	22.873,7	22.745,9	22.765,0	22.868,8
Occupied	17.135,2	17.569,1	18.094,2	18.508,1	18.998,4	19.564,6
Unemployed	5.935,6	5.457,7	4.779,5	4.237,8	3.766,7	3.304,3
Activity Rate	59,86%	59,77%	59,43%	58,95%	58,80%	58,61%
Unemployment Rate	25,73%	23,70%	20,90%	18,63%	16,55%	14,45%

Source: Instituto Nacional de Estadística

Notes:

-Assets. Data on thousands of people.

-Occupied. Data on thousands of people.

-Unemployed. Data on thousands of people.

-Activity Rate. Employment rate as a percentage of the total population.

-Unemployment rate. Unemployment as a percentage of the active population.

As can be seen in the table (table 1), the rate of similar activity during these years, about 23.000,0 thousand people with almost 60%, with a slightly negative trend except in the last year, 2018. On the contrary, the number of employed people has had a positive trend during these 6 years, going from 17.135,2 thousand people in 2013 to 19.564,6 in 2018. As for the unemployment rate, there is a negative trend, going from 5.935,6 thousand people in 2013 with 25,73% of the active population, to 3.304,3 thousand people in 2018, 14,45% of the active population. This increase in the working population and the reduction in the number of unemployed and in the unemployment rate is due to the slight recovery from the crisis in which we were plunged in previous years.

With these data on activity, occupation and unemployment, one of the most significant to be analysed with regard to temporary employment agencies is the seasonality rate, which is well above the European Union as a whole in Spain.

Table 2: Type of employees

	2013	2014	2015	2016	2017	2018
Total employees	14.069,1	14.285,8	14.773,5	15.228,2	15.715,1	16.234,2
Indefinite	10.759,2	10.972,0	11.142,6	11.312,5	11.670,4	12.034,1
Temporary	3.309,9	3.313,8	3.630,9	3.915,7	4.044,7	4.200,1

Source: *Instituto Nacional de Estadística*

Notes:

-Data on thousands of people.

If we analyse these data (table 2), we see that the annual variations between 2013 and 2018 are positive. All variables, total employees, indefinite and temporary, increase. Specifically, between 2013 and 2018, the total number of employees increases by 2.165,1 thousand, or 15,38%. The number of persons with permanent contracts increased by 1.274,9 thousand, or 11,85%. The number of people on temporary contracts increased by 890,2 thousand, or 26,9%.

In percentage terms, we see that the greatest variation in these 5 years is in the number of people with temporary contracts, reaching more than 25%.

Once the Spanish labour market has been broadly analysed over the last few years, we will now turn to the sector of temporary employment agencies in particular. We will first analyse the evolution of the number of companies in this sector from the 2012 labour reform to the present day. We will then look at the types of contracts made by these

companies in 2015, 2016, 2017 and the first 2 breakthroughs in 2019, as these are the most recent years for which data are available. From 2018 the statistical report is not published, but the data of the annual contracts and broken down by months yes. The years in which these companies began to increase nationally and the progress of the first two months of this year.

Table 3: Number of temporary employment agencies

	2012	2013	2014	2015	2016	2017	2018	2019
Number of temporary employment agencies	296	271	248	255	259	261	265	264

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Note:

-At the national level.

-December data of their respective year.

-The year 2019, the number of companies in the month of February.

As can be seen in the table above (Table 3), the global number of temporary employment agencies from 2012 to 2019 has decreased. From 2012 to 2013, 25 companies decreased, and in the following year 23 decreased. This large decrease in the number of companies during these two years was due to the crisis affecting Spain at that time. From 2015 onwards, the number of temporary employment agencies began to grow, although not in magnitudes as large as the decreases of previous years, with that year as the maximum for the creation of temporary employment agencies of 7. This is due to the slow economic recovery we are suffering.

Table 4: National dates about temporary employment agencies contracts 2015

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Sectors	3.108.791	1.435.319	1.566.792	104.206	2.474
Agrarian	570.994	502.385	68.479	129	1
Industry	876.182	206.060	619.195	50.028	899
Construction	18.808	9.436	8.941	401	30
Services	1.642.784	717.426	870.166	53.648	1.544

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Notes

-The table is mismatched because there are 23 contracts which cannot be classified into no sector of those mentioned above, 12 for work or service and 11 for circumstances of production.

As can be seen in the upper table (Table 4), the sector with the highest number of contracts made through temporary employment agencies is the service sector with 1.642.784, 52,84% of the contracts made by temporary employment agencies in that year were made in that sector. This is in line with our country's economy, which is mostly based on the service sector. In that year, 2016, GDP in the services sector occupied 67,02% of the total. The type of contract most used this year was the Circumstances of production, with 50,40% of the contracts made by temporary employment agencies. Since the report from which I obtained the data does not detail in depth what this type of contract refers to, it is difficult for me to venture into relations with the economy at that time. This year, there is little difference between the number of contracts for production circumstances and those for works or services, 131.473 contracts.

Table 5: Number of contracts in 2015

	1 month or less	From 1 to 3 months	From 3 to 6 months	From 6 months to 1 year	More than 1 year	Unspecified	Indefinite
Number of contracts	1.598.206	86.755	24.863	4.118	219	1.232.138	2.359

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Of the total number of contracts registered in 2015 (Table 5), 2.946.712, 50,24% are for 1 month or less, the group with the highest number of registered contracts. This first group can be broken down into 4 subgroups.

Table 6: Number of contracts 1 month or less in 2015

	From 1 to 6 days	From 7 to 10 days	From 11 to 15 days	From 16 days to 1 month
Number of contracts	1.051.023	316.875	99.970	128.392

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As we see in the upper table (Table 6), of the contracts of 1 month or less, the subgroup that predominates are the contracts of 1 to 6 days, assuming 65,76%. Of the total number of contracts signed that year, contracts for 1 to 6 days account for 35,67%.

Table 7: Contracts in the Comunidad Valenciana in 2015

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Sectors	430.686	251.730	173.900	5.003	53
Agrarian	144.832				
Industry	87.597				
Construction	768				
Services	197.481				

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Notes:

-The total number does not add up due to 8 non-classifiable contracts in the sectors mentioned above.

As we can see from the table above (Table 7), the service sector is the first sector with the most contracts through temporary employment agencies with 197.481, accounting for 45,85% of total contracts. The agricultural sector is the second sector with the most contracts through temporary employment agencies with 144.832, 33,62% of the total. Between these two sectors account for more than 75% of contracts, because most of the economy of Comunidad Valenciana is based on tourism and agriculture. In contrast to the national level, the majority of contracts signed through temporary work agencies are for works or services, 251.730 contracts or 58,45%.

Table 8: Contracts in the Castellón in 2015

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Total	47.616	28.337	18.733	544	2

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As can be seen in the table above (Table 8), in 2015, companies in Castellón made a total of 47.616 contracts through the temporary employment agencies. The largest type of contract was for works or services, with 28.337 contracts, representing 59,51% of the total contracts executed in the province through temporary employment agencies.

Table 9: National dates about temporary employment agencies contracts 2016

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Sectors	3.481.537	1.569.578	1.830.304	77.813	3.842
Agrarian	623.732	522.718	100.850	164	-
Industry	981.811	236.453	700.937	42.927	1.494
Construction	23.021	10.211	12.436	314	60
Services	1.852.958	800.181	1.016.081	34.408	2.288

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Notes

-The table is not adjusted because there are 15 contracts for work or service of which they cannot be classified in any of the sectors mentioned above.

As can be seen in the upper table (Table 9), the sector with the highest number of contracts made through temporary employment agencies is the service sector with 1.852.958, 53,22% of the contracts made by temporary employment agencies in that year were made in that sector. This is in line with our country's economy, which is mostly based on the service sector. In that year, 2016, GDP in the services sector occupied 66,75% of the total. The type of contract most used this year was the Circumstances of Production, with 52,57% of the contracts made by temporary employment agencies. Since the report from which I obtained the data does not detail in depth what this type of contract refers to, it is difficult for me to venture into relations with the economy at that time. This year, there is little difference between the number of contracts due to production circumstances and those for works or services, 260.726 contracts, but this represents a growth rate of 98,31% with respect to the previous year. Almost twice the difference.

Table 10: Number of contracts in 2016

	1 month or less	From 1 to 3 months	From 3 to 6 months	From 6 months to 1 year	More than 1 year	Unspecified	Indefinite
Number of contracts	1.840.380	111.154	30.435	4.859	208	1.290.390	2.172

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Of the total number of contracts registered in 2016 (Table 10), 3.279.598, 56,12% are for 1 month or less, the group with the highest number of registered contracts. This first group can be broken down into 4 subgroups.

Table 11: Number of contracts 1 month or less in 2016

	From 1 to 6 days	From 7 to 10 days	From 11 to 15 days	From 16 days to 1 month
Number of contracts	1.209.809	357.456	119.378	153.737

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As we can see in the table above (Table 11), of the contracts of 1 month or less, the subgroup that predominates are the contracts of 1 to 6 days, assumin 65,73%. Of the total number of contracts signed that year, contracts for 1 to 6 days account for 36,89%. These results are very similar to those of the previous year.

Table 12: Contracts in the Comunidad Valenciana in 2016

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Sectors	437.642	219.326	212.965	5.236	115
Agrarian	147.305				
Industry	97.010				
Construction	1.002				
Services	192.318				

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Notes:

-The total number does not add up due to 7 non-classifiable contracts in the sectors mentioned above.

As we can see from the table above (Table 12), the service sector is the first sector with the most contracts through temporary employment agencies with 192.318, accounting for 43,94% of total contracts. The agricultural sector is the second sector with the most contracts through temporary employment agencies with 147.305, 33,65% of the total. Between these two sectors account for more than 75% of contracts, because most of the economy of Comunidad Valenciana is based on tourism and agriculture. In contrast to the national level, the majority of contracts signed through temporary employment agencies are for works or services, 219.326 contracts representing 50,12%, followed closely by contracts for production circumstances, with 212.965, 48,66% of contracts.

Table 13: Contracts in the Castellón in 2016

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Total	52.769	22.801	29.343	611	14

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As can be seen in the table above (Table 13), in 2016, Castellón companies made a total of 52.769 contracts through the temporary employment agencies. The largest type of contract executed was for production circumstances, with 29.343 contracts, representing 55,60% of the total contracts executed in the province through temporary employment agencies.

Table 14: National dates about temporary employment agencies contracts 2017

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Sectors	3.872.487	1.675.641	2.123.847	69.438	3.561
Agrarian	676.821	551.308	125.352	143	18
Industry	1.115.739	263.449	814.035	36.280	1.975
Construction	21.420	12.110	8.655	614	41
Services	2.058.507	848.774	1.175.805	32.401	1.527

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As can be seen in the upper table (Table 14), the sector with the highest number of contracts made through temporary employment agencies is the service sector, 53,16% of the contracts made by temporary employment agencies in that year were made in that sector. This is in line with our country's economy, which is mostly based on the service sector. In that year, 2017, GDP in the service sector occupied 66,11% of the total. The most commonly used type of contract this year was the Production Circumstances contract, with 54,84% of the contracts made by temporary employment agencies. Since the report from which I obtained the data does not detail in depth what this type of contract refers to, it is difficult for me to venture into relations with the economy at that time. This year, in contrast to the previous year, the difference between the contracts for production circumstances and those for works and services is greater, 448.206 contracts, increasing by 71,91%, when the total number of contracts has only increased by 11,23%.

Table 15: Number of contracts in 2017

	1 month or less	From 1 to 3 months	From 3 to 6 months	From 6 months to 1 year	More than 1 year	Unspecified	Indefinite
Number of contracts	2.119.971	128.735	33.213	7.214	211	1.399.719	3.557

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Of the total number of contracts registered in 2017 (Table 15), 3.692.620, 64,97% are for 1 month or less, the group with the highest number of registered contracts. This first group can be broken down into 4 subgroups.

Table 16: Number of contracts 1 month or less in 2017

	From 1 to 6 days	From 7 to 10 days	From 11 to 15 days	From 16 days to 1 month
Number of contracts	1.377.247	418.771	140.784	183.169

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As we can see in the table above (Table 16), of the contracts of 1 month or less, the subgroup that predominates are the contracts of 1 to 6 days, assuming 65,76%. Of the total number of contracts signed that year, contracts for 1 to 6 days account for 37,29%.

Table 17: Contracts in the Comunidad Valenciana in 2017

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Total	462.198	226.730	229.714	5.587	167
Agrarian	124.250				
Industry	114.310				
Construction	993				
Services	222.654				

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As we can see from the table above (Table 17), the service sector is the first sector with the most contracts through temporary employment agencies with 222.645, representing 48,17% of total contracts. The agricultural sector is the second sector with the most contracts through temporary employment agencies with 124.250, 26,88% of the total. Between these two sectors account for more than 75% of contracts, because most of the economy of Valencia is based on tourism and agriculture. The 17,83% increase in the industrial sector over the previous year is due to the fact that industrial companies in the area, such as the Castellón cluster, began to demand the services offered by temporary employment agencies for hiring workers.

Table 18: Contracts in the Castellón in 2017

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Total	49.789	18.199	31.019	544	27

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

As can be seen in the table above (Table 18), in 2017, companies in Castellón made a total of 49.789 contracts through the temporary employment agencies. The largest type of contract executed was that of production circumstances, with 31.019 contracts, representing 62,30% of the total contracts executed in the province through temporary employment agencies.

From 2018, we currently only have the global data of all contracts made by temporary employment agencies and the type of contract. For upcoming comparisons with January and February 2019 data.

Table 19: National dates about temporary employment agencies contracts 2018

	Total	Work or Service	Circumstances of production	Interim	Training, apprenticeship and internship
Total	4.084.631	1.661.323	2.353.864	65.421	4.023

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In the table above (Table 19) we observe that the majority of contracts continue to be for production circumstances, with 2.353.864, being 57,63% of the total contracts

performed. This type of contract is the one that has grown the most with respect to the previous year, with a rate of 10,83%, while total contracts only have a growth rate of 5,48%. Contracts for works or services have decreased by 0,85% with respect to the previous year.

Table 20: National dates about temporary employment agencies contracts January and February 2018

	Total	Work or Service	Circumstances of production	Training, apprenticeship and internship + Interim
January	342.985	145.579	190.618	6.788
February	280.698	115.689	158.844	6.165

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In the table above (Table 20) we look at the contracts made in January and February 2018 and the type of contract. As we can see, it follows the line that the type of contract most used in these months is that of production circumstances. In January, 190,618 contracts of this type were executed, representing 55,58% of the contracts executed in this period. In February, 158.844 contracts were signed due to production circumstances, 56,59% of the total.

Table 21: National dates about temporary employment agencies contracts January 2019

	Total	Work or Service	Circumstances of production	Training, apprenticeship and internship + Interim
Sectors	354.679	140.490	207.960	6.229
Agrarian	68.078	49.299	18.773	6
Industry	112.254	30.635	78.266	3.353
Construction	1.635	857	752	26
Services	172.712	59.699	110.169	2.844

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In January 2019 (Table 21), a total of 354.679 contracts were made through temporary employment agencies nationwide, 3,41% more than last year in the same period of time. Not surprisingly, the sector where most contracts were made was in the service sector, with 172.712, being 48,70% of total contracts. In terms of the type of contract, the most used is the one for production circumstances, that month 207.960 contracts of this type were made, being 58,63% of the total contracts. The use of this type of contract increased by 9,10% with respect to the same period of the previous year.

Table 22: Contracts in January 2019 in the Comunidad Valenciana and Castellón

	Total	Work or Service	Circumstances of production	Training, apprenticeship and internship + Interim
Comunidad Valenciana	41.129	13.880	26.826	423
Castellón	5.160	1.458	3.647	55

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In the Comunidad Valenciana (Table 22), 41.129 contracts were signed in January alone, of which 5.160 in the province of Castellón, accounting for 12,55% of the total number of contracts. In both cases the type of contract most used was that of production circumstances, being 26.826, in the entire Valencian Community being 65,22% and in the case of the province of Castellón, 3.647 contracts, 70,68% of contracts.

Table 23: National dates about temporary employment agencies contracts February 2019

	Total	Work or Service	Circumstances of production	Training, apprenticeship and internship + Interim
Sectors	287.155	113.819	168.059	5.277
Agrarian	56.959	44.187	12.767	5
Industry	80.750	18.074	59.828	2.848
Construction	1.614	822	772	20
Services	147.832	50.736	94.692	2.404

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In February 2019 (Table 23), a total of 287.155 contracts were made through temporary employment agencies nationwide, 2,30% more than last year in the same period of time, but 19,04% less than in the previous month, this is because January is still Christmas time as well as sales, so companies are reinforced with workers hired through temporary employment agencies. As for the sector, the sector where most contracts were made was in the service sector, with 147.832, being 51,48% of total contracts. With regard to the type of contract, the most used is the one for production circumstances, that month 168.059 contracts of this type were made, being 58,53% of the total of the contracts. The use of this type of contract increased by 5,80% with respect to the same period of the previous year.

Table 24: Contracts in February 2019 in the Comunidad Valenciana and Castellón

	Total	Work or Service	Circumstances of production	Training, apprenticeship and internship + Interim
Comunidad Valenciana	28.106	10.510	17.258	338
Castellón	2.322	613	1.664	45

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In the Valencian Community (Table 24), 28.106 contracts were signed in February alone, 31,66% less than the previous month. This is due, as we have commented before at national level, to the fact that in January it is still Christmas time as well as sales, so the companies are reinforced with workers hired through temporary employment agencies. There is a large decrease in contracts due to production circumstances, 35,67%, than any of the other types. By work decreases by 24,28%, and by training, apprenticeship, internship and internship by 20,09%.

The same happens in the province of Castellón, the contracts made in this province during February are 2.322, 8,26% of the total made in the autonomous community. Compared to the previous month, contracts decreased 55,00%, more than half of the contracts. In any case, the maximum of contracts according to the type carried out in the province of Castellón, are for consequences of the production, with 1.664, supposing 71,66% of the total of the contracts carried out in that province. The fall in the number of contracts of the type of contract due to the consequences of production is 54,37%, almost the same as the fall in all contracts.

2.3. Segment

Once we have analysed the temporary work agencies sector, we will move on to a more in-depth analysis of temporary work agencies with their role in society and the services they offer in general.

2.3.1. Role of temporary employment agencies

The temporary employment agencies have played a fundamental role in recent years. They are responsible for putting companies in contact with skilled workers, so their role is very important in the labour market.

The benefits for the client companies are the flexibility offered by the temporary employment agencies. They are constantly looking for easy ways to simplify and speed up hiring. Thanks to the legal coverage provided by temporary employment agencies, client companies can focus on their core business. The temporary employment agencies, based on the selection of personnel, are also responsible for drawing up contracts, improving the guarantees and safety of client companies and workers.

Another benefit for the client companies that trust in the temporary employment agencies, is the possibility of changing the variable costs for fixed costs, with the savings that this supposes. On the other hand, they solve the problems of seasonality, taking charge of contracting for campaigns or times when production is high, something that for the client company means a great loss of time and resources in the case of doing so with their own.

The role they play for workers can be a determining factor in their careers, as they look for jobs related to the training of each one, adjusting to their needs in terms of timetables and shifts. temporary employment agencies also play an important role when it comes to incorporating vulnerable groups into the labour market, such as young people with no experience, the long-term unemployed, people with disabilities, professionals over 45 years of age, foreigners, etc.

The conditions with a contract through temporary employment agencies are different from those of a normal employee of the company. The first thing to understand is that the contract is with the temporary employment agencies, which provides services to another company. Therefore, the worker has a double relationship: one with the temporary employment agencies, with which an employment relationship is governed, and another with the client company, with which a more functional relationship is governed. The working conditions common to the temporary employment agencies in relation to the contract of the workers are:

-It begins with a temporary contract in which the duration is normally determined by contract for work or service or because of production. There are also contracts in which the worker starts a season with the temporary employment agencies and then becomes permanent with the company.

-The salary is equal to the rest of the workers in the client company in the same position and conditions. Included in this salary are the proportions of the extra payments, which are prorated, and vacations. The worker will not receive any compensation at the end of the contract with the temporary employment agencies. In addition, many times the temporary employment agencies pay according to the agreement in the category of the worker.

-The worker contributes in the same way as a worker with a company contract, so he has the same rights to apply for unemployment benefits.

This generates doubts for people, since many people believe that the temporary employment agencies keep a part of the people's salary to be able to maintain the company and obtain benefits, but this is a lie. The temporary employment agencies benefit comes from the percentage it charges to the client company that hires its services, and in no case affects the salary received by the workers.

But the contract through temporary employment agencies also causes inconveniences for the workers:

-Most contracts do not end up as fixed in the company. Workers tend to accumulate temporary contracts with temporary employment agencies.

-The temporary employment agencies are able to hire workers by the hour or by the day, without any kind of stability. This creates a permanent sense of temporariness in the employee.

-The temporary employment agencies workers are excluded from many bonuses offered by companies to other workers, e.g. private health insurance, premiums for exceeding targets...

Now we are going to talk about the contracts that temporary employment agencies usually make. The contract must contain minimum data, such as the estimated duration of the contract, the identification data of the company, the temporary employment agencies administrative authorisation number and its validity, the cause of the contract, the content of the work service, the place and time of work, the professional risks of the job and the remuneration to be received. The types of contracts that these companies carry out are quite limited. There are 4 types of contracts:

-Eventual by circumstances of the production. It is a contract that is established by the increase of the volume of work in a punctual way within the client company. It is commonly used when there are work peaks that require more workers to join the company, but only for a period of time. This period of time can be days, weeks or even months. The maximum duration is 12 months, with an option to 18 if the agreement of the client company so indicates. The type of contract can be part-time or full-time.

-For work or service. This type of contract is usually made when a person has to be hired for a project on a one-off basis, and it does not correspond to the main activity of the company. If, for example, the client company implements a new management system that involves a few months of more intensive work, they could hire the necessary workers through a contract of this type. The maximum duration is 3 years in the case of a single contract, reduced to 2 years when two or more contracts are chained together. It can be extended for a further 12 months if the agreement of the client company so indicates. This type of contract can be part-time or full-time.

-Interim. This type of contract is used to cover the job of a person who has the right to reserve the same. For example, when an employee of the client company suffers sick leave, pregnancy... they can fill their vacancy using an interim contract. The maximum duration of this type of contract will depend on the cause of the substitution and will always be equal to the cancellation of the person being substituted. This type of contract can be part-time or full-time.

-Internship contract. The purpose of this type of contract is for the worker to obtain professional practice appropriate to the level of studies undertaken. It is not only a question of acquiring experience in a given job, but also of that experience acting on the studies pursued. This contract may be concluded with those who hold a university degree or a vocational training certificate of intermediate or higher level or officially recognised as equivalent, in accordance with the laws regulating the educational system in force, or a certificate of professionalism, in accordance with the provisions of Organic Law 5/2002 on Qualifications and Vocational Training, which enable them to practise their profession. It must be formalised in writing, expressly stating the qualifications of the worker, the duration of the contract and the position to be held during the work placement. The duration of this contract may not be less than 6 months or more than 2 years, within these limits, the agreement of the client company may determine the duration of the contract. If the probationary contract has been concluded for a period of less than two years, up to two extensions may be agreed, with a minimum duration of six months. The worker's remuneration shall be that established in a collective agreement for trainees, failing which it may not be less than 60% or 75% during the first or second year of validity of the contract, respectively, of the salary established in the agreement for a worker performing the same or equivalent job. In no case shall the salary be less than the

minimum interprofessional salary. In the case of part-time workers, the salary shall be reduced according to the agreed working day.

2.3.2 Services offered by the temporary employment agencies

The temporary employment agencies need to know the needs that the client company has to cover a job, so it initiates a selective and specialized process to get the most suitable worker. Sometimes the candidates carry out training in Occupational Risk Prevention in the temporary employment agencies itself. Once the candidate has been selected and registered with the Social Security Office in charge of the temporary employment agency, the worker begins to carry out his or her functions in the client company, which in turn is responsible for integrating the worker into its organization and evaluating his or her performance or functions within it.

The temporary employment agencies offer services to companies in all three sectors, primary, secondary and tertiary or service sector. Within the primary sector we find agriculture, in which, as we have been analysing before in the tables, it is not the sector with the greatest number of contracts. In the secondary sector we find industry and construction. Of these two sectors, the most important is industry, since construction is the sector with the lowest number of contracts made during the year, and industry is the second sector with the highest number of contracts. Finally, in the tertiary sector we find the service sector, this sector is the most important at the national level with the highest number of contracts made by temporary employment agencies.

Within these sectors we find the divisions. There are more than 100 divisions in the 4 sectors mentioned above. Among the most important, with the highest number of contracts signed through temporary employment agencies in 2017, we highlight agriculture, livestock, hunting and related services, with 674.965 contracts, food industry, with 401.229 contracts signed, manufacture of motor vehicles, trailers and semi-trailers, with 143.807 contracts, wholesale trade and trade intermediaries, except of motor vehicles and motorcycles, with 257.027 contracts, retail trade, except of motor vehicles and motorcycles, with 161.840 contracts, Warehousing and related transport activities, with 437.772 contracts, accommodation services, with 384.965 contracts, and food and

beverage services, with 171.604 contracts. (Ministerio de Trabajo, Migraciones y Seguridad Social, 2017).

In these 8 divisions alone, 2.633.209 contracts were signed in 2017, out of a total of 3.872.487 contracts signed nationwide that same year. (Ministerio de Trabajo, Migraciones y Seguridad Social, 2017).

In terms of occupation groups, there are 16 different groups, ranging from Directors and managers, to agricultural labourers, freckles, construction, manufacturing industries and transport. The most important, with the highest number of contracts signed through temporary employment agencies in 2017, are catering and trade service workers, with 421.511 contracts signed through temporary employment agencies, skilled workers in manufacturing industries, except plant and machinery operators, with 184.457 contracts, drivers and operators of mobile machinery, with 159.952 contracts, unskilled workers in services except transport, with 308.645 contracts, and agricultural, fishery, construction, manufacturing and transport labourers, with 1.980.664 contracts. (Ministerio de Trabajo, Migraciones y Seguridad Social, 2017).

Among these 5 occupational groups, there were 3.055.229 contracts signed through temporary employment agencies in 2017, out of a total of 3.692.620 contracts signed through temporary employment agencies nationwide. This data is given in absolute values. (Ministerio de Trabajo, Migraciones y Seguridad Social, 2017).

3. DESCRIPTION OF THE COMPANY

In this section I carry out a study on a particular temporary employment agency, the case of Empleo Express Empresa De Trabajo Temporal S.L., better known as Access Empresa de Gestión Integral del Empleo, but more in detail of the delegation of Castellón, through the information provided by the director of the office and my own experience having been doing internships through the agreement of the University Jaume I of Castellón from April 2019 to June 2019.

3.1. Introduction of the business sector

The sector of the company in which I have carried out the internships has been in the sector of the temporary employment agencies. The CNAE code for this sector is 7820.

The main activities of companies in this sector consist of making available to another user company workers hired by them, for limited periods of time to temporarily replace or supplement their workforce.

Unlike other types of hiring companies, temporary employment agencies hire workers directly, offering them all types of work (in any professional category, with or without experience and full-time or part-time), and then hand them over to the user company, delegating to them the direction and control of the work to be carried out.

Within this sector there are a large number of companies, 190 in Spain. One of them is Randstad Empleo Empresa De Trabajo Temporal S.A., the first in the ranking with an annual turnover of 906.540.000€ and a total of 45.989 workers in 2017. The second most important company in this sector in Spain is Adecco TT Sociedad Anónima Unipersonal Empresa De Trabajo Temporal, with an annual turnover of 711.435.346€ and a total of 23.085 employees in 2017.

In my case, I was internship in the company Empleo Express Empresa De Trabajo Temporal S.L., composed with the brands Agroaccess División Agrícola and Access Gestión Integral de Empleo, is located in the 28th position nationally and located in the first position in the Comunidad Valenciana.

3.2. History of the company

The company Access Gestión Integral de Empleo was born with the first delegation in Valencia in 1995. A year later, in 1996, it opened its headquarters in Castellón, where I did the internship. Two years later, they opened a branch in Ribaroja, in 1998. The next opening of a new delegation was in 2004, with the Algemesi delegation. Empleo Express Empresa De Trabajo Temporal S.L. being a company located mainly in the Comuidad Valenciana, where much of the economy is based on the tourism sector and the agricultural sector, opened its own office for the agricultural sector called Agroaccess Agricultural Division in 2007.

In 2008 it opened a branch in La Vall D'uijó. Two years later, in 2010, he opens another new office in Alcarrás. In 2013 it opens a delegation in Requena. The last two offices opened were the Mollerussa delegation and the Guadix headquarters in 2016.

In 2016, they had 11 branches spread over Valencia, Castellón, Lleida and Granada, serving more than 400 companies. These are Central, Agroaccess, Valencia, Castellón, Alcarrás, Algemesi, Ribaroja, Requena, La Vall D'Uixó, Mollerussa and Chiva. The number of employees in that year was 57, managing a portfolio of 468 clients, reaching the sum of 17.560 contracts in that year.

3.4. Diagnosis of the enterprise

3.4.1. PESTEL analysis

a) Political factors

Temporary employment agencies are regulated by Law 14/1994, of 1 June. This regulation has been transformed several times until the last labour reform of 2012 (Law 3/2012, of 6 July, on urgent measures for labour market reform), one of the main changes being the transformation of Temporary Businesses into Employment Agencies, which can collaborate with the Public Employment Services (SEPE) in the field of labour

intermediation. This allows them to recruit, train or select for a company that then recruits the worker directly.

The workers of these companies are governed by the 5th State Collective Bargaining Agreement of temporary employment agency, signed on December 3, 2007, on the one hand, by the business associations AETT, AGETT and FEDETT on behalf of the companies in the sector, and on the other hand, by the trade unions CCOO and UGT on behalf of the affected labor group (Resolution of January 23, 2008, of the Directorate General of Labor, by which the 5th State Collective Bargaining Agreement of Temporary Labor Companies is registered and published). This Collective Bargaining Agreement governs the working relationship between temporary employment agencies and their employees, whether they perform their duties directly for the temporary agency or for a user undertaking (Article 2.1).

b) Economic factors

The past economic situation negatively affected the temporary employment agencies, their client portfolio was reduced due to the closure of companies, workforce readjustments, decrease in sales...

Currently, with the improvement in the country's economic situation, they have recovered part of the reduction in clients, but at no time have they recovered the level they had before the last crisis.

At the end of March 2019, the number of companies with workers was 1.337.695, representing an increase of 1,2% over the same period the previous year (16.093 more companies).

The total number of companies with workers increased at all intervals, and especially from 250 to 499 workers, with an increase of 5,6%. In absolute terms, the greatest

increase occurred in companies with 10 to 49 workers, who increased their number by 5.452 compared to March 2018.

As for the users of these companies, they are usually contracted with temporary and flexible contracts.

c) Sociocultural factors

Changes in people's income levels have been key to the growth of these companies, since, having not recovered from the pre-crisis situation, people are more willing to work under temporary contracts or on a per-site basis.

Table 25: Contracts through temporary employment agencies according to age

	2015	2016	2017
Total	2.946.712	3.279.598	3.692.620
From 16 to 19 years old	62.990	82.069	115.811
From 20 to 24 years old	408.009	489.570	576.005
From 25 to 29 years old	512.851	554.724	613.409
From 30 to 34 years old	519.707	523.771	547.407

From 35 to 39 years old	523.011	552.389	591.737
From 40 to 44 years old	414.663	465.424	520.197
From 45 to 49 years old	267.995	316.753	372.485
From 50 to 54 years old	154.861	189.474	220.578
From 55 to 59 years old	64.422	82.013	102.935
60 years of age and over	18.203	23.411	32.056

Source: *Ministerio de Trabajo, Migraciones y Seguridad Social*

Notes:

-Data in absolute values

As can be seen in the table above (Table 25), the evolution of contracts through temporary employment agencies according to age has a positive trend, with a growth rate between 2015 and 2017 of 25,31%. The age range with the most contracts is between 35 and 29 years, with 523.011 in 2015, being 17,78%. In 2016, with 554.724 contracts, the range with the highest number of contracts went from 25 to 29 with 16,91%, the same happened in 2017, the age range with the most contracts went from 25 to 29 years with 613.409, being 16,61% of the contracts of that year.

Table 26: Contracts through temporary employment agencies according to age

	January 2018	February 2018	January 2019	February 2019
Total	168.989	136.332	178.689	139.533
Less than 20 years old	5.214	4.345	6.813	4.940
From 20 to 29 years old	54.713	44.063	57.602	45.100
From 30 to 39 years old	52.009	41.865	52.46	40.483
40 years of age or older	57.053	46.059	62.228	49.010

Source: *Ministerio de Trabajo, Migraciones y Seguridad Social*

As can be seen in the table above (Table 26), the age ranges currently least requested by client companies to temporary employment agencies are those of less than 20 years, and the most requested are those of 40 years or more. This table is not very representative, as the age ranges are very disparate. In the first rank there are only 3 years, in the next two 10 years and in the last more than 20 years.

Table 27: Contracts through temporary employment agencies according to gender

	January 2018	February 2018	January 2019	February2019
Total	168.989	136.332	178.689	139.533
Men	106.533	87.253	110.489	86.901
Women	62.456	49.079	68.200	52.632

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In terms of gender (Table 27), more men than women are hired by client companies through temporary employment agencies.

Table 28: Contracts through temporary employment agencies according to nationality

	January 2018	February 2018	January 2019	February2019
Total	168.989	136.332	178.689	139.533
Spanish	132.008	104.184	135.849	104.538
Foreigner	36.981	32.148	42.840	34.995

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

In terms of nationality (Table 28), more people are hired with Spanish nationality than with any other nationality.

Table 29: Contracts through temporary employment agencies according to studies

	2015	2016	2017
Total	2.946.712	3.279.598	3.692.620
No studies	396.046	416.727	477.809
Primary studies	421.832	540.745	720.506
Secondary education	1.767.382	1.922.582	2.076.702
Vocational training programmes	259.935	298.018	322.212
General education	1.507.447	1.624.564	1.754.490
Post-secondary studies	361.452	399.544	447.603
Senior technical-professionals	146.296	156.682	164.905
First Cycle	77.206	73.438	74.223
Second and third cycle	130.465	157.346	194.033
Other	7.485	12.078	14.442

Source: Ministerio de Trabajo, Migraciones y Seguridad Social

Notes:

-The data are in absolute values.

-Vocational training programmes and general education make up secondary education.

-The higher technical-professionals, first cycle, second and third cycle and others compose the post-secondary studies.

The majority of the people who hired, as can be seen in the table above (Table 29), had secondary education, of which more than 70% in these years had general education, the Compulsory Secondary Education. I have not been able to find more recent data on this aspect.

d) Technological factors

The use of information and communication technologies (IT) raise the performance of the companies that use them since they provide updated information, save time in the management of tasks, exchange of information with other areas of the company, optimize customer service and suppliers ...

Currently you can sign up for any temporary employment agencies from anywhere with the Smartphones and see the offers available from them. It is also possible to make interviews by video call without having to be in the same place.

The last survey carried out on the use of IT in companies is from 2017 and the first quarter of 2018 (Table 30), from which the following data are taken.

Table 30: IT on the companies

		Companies with less than 10 employees	Companies with more than 10 employees
They have computers	1	79,78%	99,22%
They have an internet connection	1	75,54%	98,65%
They have an internet connection and a website.	2	31,14%	78,22%
Use social media	2	35,29%	51,79%
They make sales by electronic commerce	1	4,95%	19,61%
Make purchases through e-commerce	1	18,24%	32,10%

Source: Instituto Nacional de Estadística

Notes:

(1) Data measured as a percentage of the total number of companies of each type.

(2) Data measured as a percentage of the total number of companies with Internet connection of each type.

In the case of temporary employment agencies, the most used tools are:

-Online recruitment. This recruiting technique is the most used by the temporary employment agencies sector today, for its efficiency and effectiveness. It allows you to reach many more people without having to move geographically, filter the candidates by the conditions requested by the client companies, you can publish offers constantly and you can update them. It also allows you to create databases for future offers.

-Electronic signature. It consists of the signing of employment contracts through a digital tablet, which provides greater convenience than personally going to the office to sign your contract.

-Electronic bank. The temporary employment agencies use it to receive payments from client companies and to pay their users. This makes transactions more convenient, since you don't have to go to the bank to make moves.

e) Ecological factors

The ecological factors that can affect this type of companies are almost non-existent since the service offered does not directly affect the environment. One of the few elements that could contribute to reducing the environmental impact is the use of less paper and ink thanks to the application of more innovative and efficient technologies, such as archiving documents in the cloud and in databases. Other ways would be reuse and recycling.

3.4.2. SWOT analysis

Once the analysis of the environment (opportunities and threats) and the internal resources of the company (strengths and weaknesses) has been completed, the SWOT matrix can be built, which aims to visualize and summarize the situation of the organization. With the results of this one can establish the most convenient strategies to follow by the company; which are classified in four different types:

(a) Weaknesses

In this part we will analyze the weaknesses of the temporary employment agencies itself. As weaknesses we find the initial indebtedness that must be done to create a temporary employment agency, since you must invest in a local and in some workers to provide services before being able to have clients. They are no longer able to generate income

on their own, but depend on another company for temporary work services, from which they derive the majority of their profits.

(b) Threats

In this section we will look at the threats faced by temporary employment agencies. One of the main threats for this type of companies is the limitation of the sectors to which they can offer users or the sectors of the client companies, this causes that the number of potential clients is reduced. Another of the main threats would be the great competitiveness among this type of companies, since there is a large volume of temporary employment agencies offering similar services. Another threat would be the decrease in customers. The last threat would be the high demand of customers, who do not find users with the requested profiles.

(c) Strengths

In this section we will see the strengths of the temporary employment agencies itself. One of the main strengths of the temporary employment agencies is that we have that it is the first temporary employment agencies at the level of the Comunidad Valenciana, although at the national level it is the number 27. Another of the strengths that the temporary employment agencies has is that it has a well-defined identity, with which they project confidence, professionalism and competence to their current and potential clients. You also have services that are only offered by this temporary employment agencies, which we will discuss in the next section. Another strength of the company is the large number of offices throughout the Valencian coast, apart from having clients even in Andalusia, making it accessible to any company client or worker. Finally, they have a very simple website in which people can easily register and even transfer their own Infojobs profile, making it easier for people to use it in their job search and increasing their pool of workers.

(d) Opportunities

In terms of opportunities, they themselves create their own opportunities to attract users and even clients in the conferences they hold each quarter in the towns near Castellón. Another opportunity is the high dependence of the Valencian Community on tourism. This causes the hotels to contract the services of the temporary employment agencies for the recruitment of personnel. Another opportunity is the decline in the number of temporary employment agencies in the years following the 2007 crisis. Improving IT is also one of the main opportunities. Finally, another opportunity is the increase in the number of contracts made by temporary employment agencies.

4. Internal Analysis

In this section I will analyze the company through the data provided by the director of the office through a personal interview.

The temporary employment agency Access Gestión Integral del Trabajo has worked at Castellón province level with 98 companies in 2018. These companies are divided between the 4 sectors mentioned in the previous section, of which we highlight:

-Agrarian. The company has a subdivision called Agroaccess, located in La Vall D'Uixó, where they work with companies in this sector. The customers are citrus and derivative companies, processing companies and fresh produce companies. The approximate percentage of client companies in this sector was 50%.

-Industrial. The client companies are companies in the ceramic sector, automotive workshops and auxiliary companies. The approximate percentage of client companies in this sector was 25%.

-Construction. The client companies of this sector was 20%.

-Services. As for this sector, the client companies were basically companies that held events and some hotel companies, such as food chains or hotels. These events were sports events, company congresses and other private events. They also worked with the Public Administration for the realization of employment forums. The approximate percentage of client companies in this sector was 15%.

4.1 Type of services

As for the services offered by the company are numerous. The most prominent service is temporary work. This service captures, evaluates, selects and trains the ideal candidates for the job that the client companies need to fill. Another of the services offered by the company is Agroacces, which is based on the modernization of agricultural techniques through the outsourcing of fruit and vegetable harvesting and handling services. This company also offers training services for client companies to improve their performance and competitiveness. Outsourcing is also a service offered by the company. It is offered to companies that delegate in the temporary employment agencies the processes and accessory services that are not the main activity of the client companies, freeing up resources that could be used to increase their specialization in their sector. The last service offered by the company is Human Resources consulting. This service is quite extensive, offering personalized, timely and quality services to improve the competitiveness and productivity of client companies.

This last service is one of the company's competitive advantages, as it offers practices that are not offered by the rest of the competitors. Among these practices we highlight the following:

-Talent search. This practice is based on obtaining the best professionals for the client companies, through a continuous follow-up with the client and the candidates of the process, with an own and individual methodology with respect to the rest of companies and with a period of guarantee variable according to the position and the client. The procedure has 6 different phases. The first phase is the design of the service, which

consists of a joint meeting and definition with the client of the necessary profile and methodology to be used in the process. The second phase is recruiting, which consists of disseminating and searching for the requested profile. The third phase is the evaluation of the candidates, in which interviews and tests are carried out to the candidates agreed with the client. The fourth phase is the realization of the conclusions, in which global reports of the process and individual reports of the candidates are made. The fifth is decision making, in which the company and the client agree on the best professional for the requested profile. The sixth and final step is the incorporation and follow-up, in which they facilitate the process of incorporation of the candidate to his job and offer a guarantee in the initial period. The benefits of the procedure are professionalism, proximity, care of the client's image and accompaniment at all times to the candidate.

-Analysis and description of jobs. This service consists of the definition of the content of the job: functions, responsibilities, inherent competences and duties. The methods of collecting information are observation, interviews, meetings with experts, questionnaires, critical incidents, work diaries and documentation. This job analysis process has 4 phases. The first phase is the specific definition of the mission of the jobs. The second phase is the study and definition of the structure of the company. The third phase is the analysis of both individual and group variables. The benefits of this service are at the organizational level, in the area of Human Resources and for the employee. At the organisational level, recruitment and selection, productivity, job retribution, training, health and safety at work are improved and roles and responsibilities are detailed. In the Human Resources area, the design of the selection process, transparency in hiring, facilitates the scheduling of the training plan, favors the performance evaluation and contributes to employee motivation and satisfaction. As for the employee, it improves transparency, balances workloads, details roles and responsibilities and improves training.

-Remuneration policy. This service was born in Alicante 3 years ago and consists of defining the salary of a worker and creating a compensation system, since in many cases it is complicated. The compensation system is the document that describes the way in which each company performs the compensation in its organization. These retributions have different configurations, which can be fixed, variable, in kind and emotional. The

fixed remuneration is the basis of the remuneration policy and depends on various factors such as the characteristics of the position, assumption, final influence or responsibility. Variable remuneration is the complementary remunerations, previously fixed by the company by virtue of the objectives it pursues. Compensation in kind is the use, consumption or obtaining of goods, rights or services free of charge or at a lower price, for the particular enjoyment of the employee. Emotional retribution is the non-economic retribution that positively incentivizes the work environment and increases productivity. The principles and objectives of the remuneration policy are the alignment company - person, reward and understanding, attraction and retention of talent, internal and external equity, simplicity and transparency, duration in time, balance, flexibility, compliance with legislation and adaptation to levels and responsibility.

-Coaching game. It is the only temporary employment agencies nationwide that offers this service to its customers. It consists of content to inspire, participate, connect and bring together the team, organization or company. Coaching game allows you to see life from a different perspective in order to reach a goal. This helps to identify points of improvement in the company or to detect unresolved conflicts between workers and thus be able to assess the situation. This service has 4 steps, pause, enlarge, focus and do. In the first step, pause, there is a pause in the day to day that allows to look at life from another perspective, it is essential to break with the monotony of daily life. In the second step, to enlarge, the situations are observed from different points of view, which helps to face the unknown. In the third step, focus, analyze the most important points and through questions, can determine which options are best suited and those that can be adapted in the best possible way to the way of thinking of the company. In the last step, do, you move on to action. The goals to be achieved are determined, so that an action plan can be prepared with attainable and measurable objectives, as well as an itinerary to be able to follow up and achieve the goals.

-360° evaluation. Although they also make 90°, 180° and 270° assessments, the most relevant is the 360°. This technique is based on various sources to evaluate the performance of workers and know their training needs, data will be obtained necessary to make appropriate decisions in order to obtain greater productivity in companies. The objectives of a 360° evaluation are to have a broad perspective from all angles of the company, design learning and development programs, measure the performance of

employees, evaluate competencies, set the basis for executing career and succession plans and improve the maturity of the team. The 360° evaluation process consists of 6 steps, preparation, information, execution, compilation, feedback and proposal for action. In the first step, preparation, it consists of knowing what is the objective pursued with this evaluation, in order to design it in a way that is effective. In the second step, information, consists of informing all the workers involved that it is an improvement tool for the organization. In the third step, execution, each participant is evaluated in order to obtain the most objective information possible. In the fourth step, compilation, all the information obtained is analyzed and analyzed in order to begin to draw conclusions aimed at improving the productive process. The fifth step, feedback, the results are discussed with all the participants in the evaluation and the strengths and weaknesses of the company and its employees are recorded. In the sixth and final step, action proposal, is the preparation of action plans, including the necessary training and qualification processes with the aim of improving the activity of workers. The advantages of the application in a company are the modeling of the organizational culture, has information of each member of the company, better teamwork and points out the development needs of the workforce.

-Working climate. This service consists of the study of the working climate of the client companies. The objectives of this study are the knowledge of the company and its jobs to have a general perception of the organization, study in detail to find possible points of conflict that prevent maximum productivity, optimize with the intention of helping to improve the management of different work teams and raise the structure of the most innovative and competitive company. This service has 2 stages, the first one of preparation of the methodology and data collection and the second one of data processing and delivery of the results. The benefits of this service include improved quality of working life for all workers, higher productivity by reducing absenteeism and increasing motivation and achieving the ideal conditions for making the best decisions.

4.2 Customers

As for the way of capturing customers, there are both directions. Clients contact the temporary employment agencies to request some of the services mentioned above or to contract advisory services. The temporary employment agency also gets in touch with

companies to create relationships and with these companies try to build customer loyalty, for example, through a consulting service, then stop at another temporary employment service.

The company Access Gestión Integral del Trabajo has worked with more than 14,000 employees during 2018, with whom they generated around 35,000 contracts counting all the delegations. We found more than 40 different profiles among these 14,000 workers. So far this year, the Castellón delegation has already generated 218 contracts, of which 86 are currently active, so 132 contracts have been terminated (Table 31).

Table 31: Reason and contracts

Reason	Number of completed contracts
Change of contract	22
End of temporary contract	87
Discharge cancellation	10
Change of category	1
Termination of probationary period at the request of the employer	5
End of temporary contract, the worker joins the client's workforce	1
Transfer or substantial modification of working conditions	3
Change of assignment	2

Voluntary resignation	1
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Source: Own elaboration

The average number of terminated temporary contracts is 41,25 days worked per worker.

At present (Table 32), they have workers assigned to client companies for the positions of administrative, administrative accountant, export administrative, stacker – “capaceador”, administrative assistant, workshop assistant, buffet or kitchen assistant, kitchen assistant, call center, floor waitresses, waiter, C card truck driver, “carretillero”, driver, accountant, sales assistant, electromechanical, electromechanical 3T, case packer – “triador”, case packer – “triador” without experience, manipulator - packer, waiter, warehouse waiter, operator ceramic industry, pawn, “capaceador” pawn, enameller pawn, cleaning pawn, cleaning staff, delivery staff, pizza delivery staff, area manager and room manager.

Table 32: Job vacancies and number of active workers

Job vacancies	Number of active workers
Pawn	22
Waiter	23
Ceramic industry operator	6
Cleaning personnel	3
Stacker - capaceador	2
Case packer - triador	11

Electromechanical 3T	1
Clerk	2
Responsible for the area	1
Workshop Assistant	1
Administrative	5
Driver	3
Electromechanical	1
Kitchen assistant	1
Other service jobs	4

Source: Own elaboration

4.4 The evolution of the company based on data of sector

We will now analyse the sector with the data provided by the company. The temporary employment agency lacks the statistical data with which to analyse the company itself, but it is registered in Asembleo, the employers' association of temporary work agencies and employment agencies. In addition to Access Gestión Integral do Emprego, other temporary employment agencies such as Adecco, Iman Temporing, Manpowering or Randstand are also associated with Asembleo. With the data obtained from the associated companies they elaborate an annual report, which we will summarize with the most relevant ideas.

In 2018, 4.294.907 contracts were registered, 10,9% more than the previous year, 422.420 more contracts.

By Autonomous Community, the Comunidad Valenciana is the one that has presented a growth above the rest in terms of registration of contracts.

The number of workers made available by temporary employment agencies, counting only single candidates, in 2018 is 757.607, the second highest figure after that recorded in 2007.

Of the total of 757.607 workers, 60% are men compared to 40,3% of women, being 3 out of 4 of Spanish nationality.

By age, there is a very similar proportion between the different age ranges, with the predominant group being between 30 and 39 years of age.

Contracts made due to production circumstances continue to represent the highest percentage of contracts made according to the assumptions of use, 54,8%.

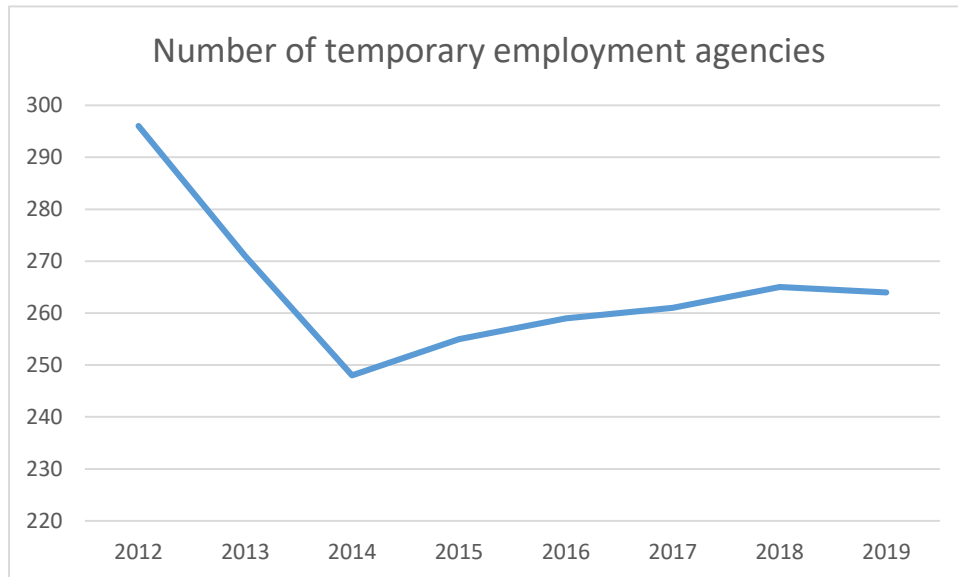
The penetration rate of the temporary employment agencies in 2018 reaches the record figure of 0,75%. This is the highest rate in history.

5. CONCLUSIONS

In this section we will talk about the main conclusions drawn from this work, in relation to its objectives.

The first objective was to analyse the evolution of temporary work agencies and to analyse the number of contracts through this type of company in relation to national markets, at the level of the Valencian Community and at the level of Castellón.

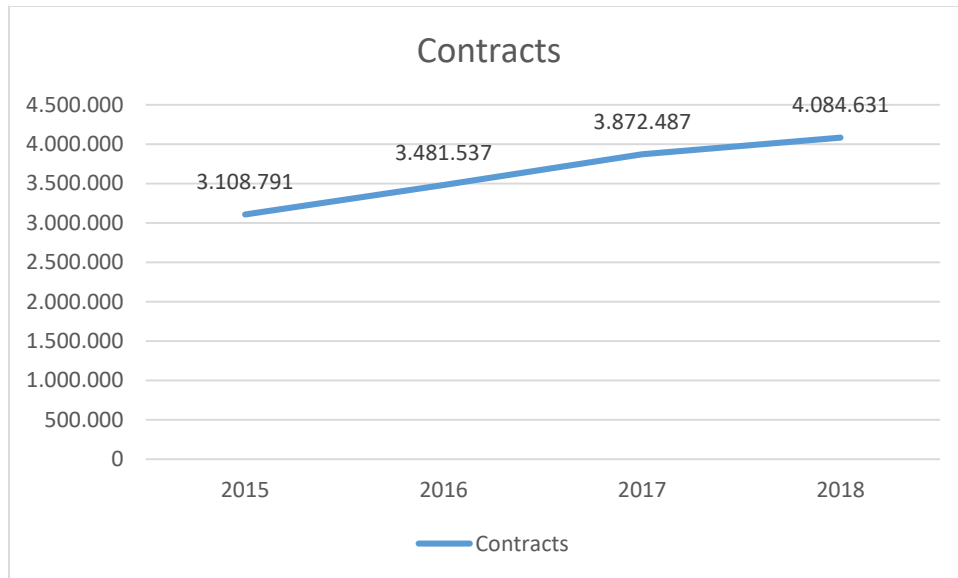
Graph 1: Number of temporary employment agencies



Source: Own elaboration

As we can see in the graph above (Graph 1), the number of temporary work agencies experiences a large decrease between 2012 and 2014. From then on, the line has a slightly positive trend until 2019. The maximum number of temporary work agencies is seen in 2012 with 296 temporary work agencies and the minimum is seen in 2014 with 248 companies.

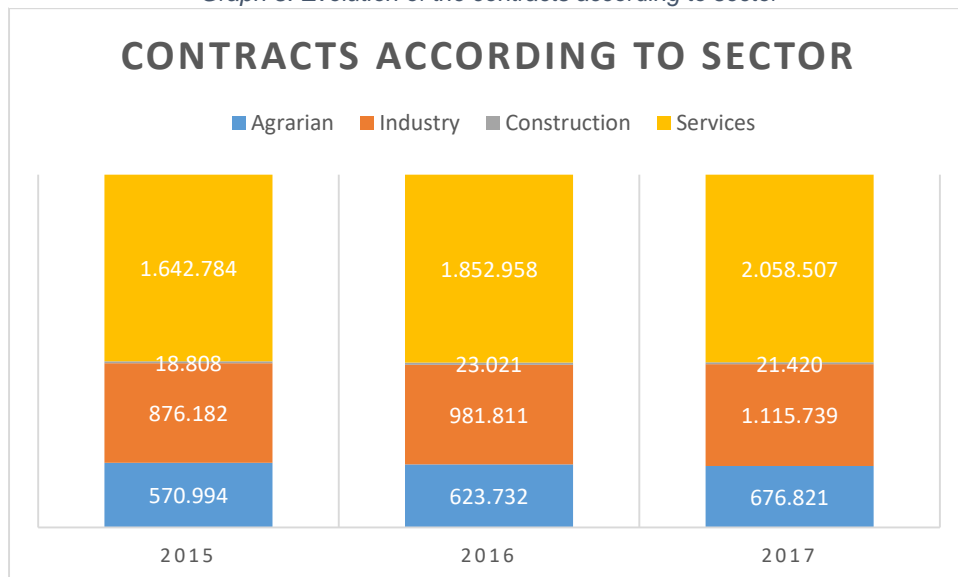
Graph 2: Evolution of contracts 2015 - 2018



Source: Own elaboration

In this graph (Graph 2) we can see the growing trend in the total number of contracts signed with temporary work agencies at national level in the years 2015, 2016, 2017 and 2018. As we can see every year more contracts have been carried out than in the previous year.

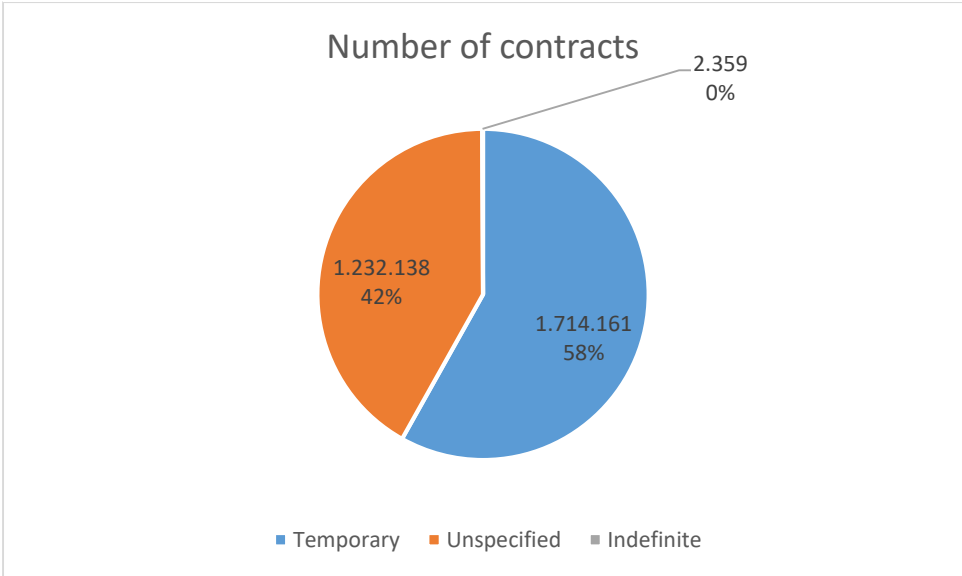
Graph 3: Evolution of the contracts according to sector



Source: Own elaboration

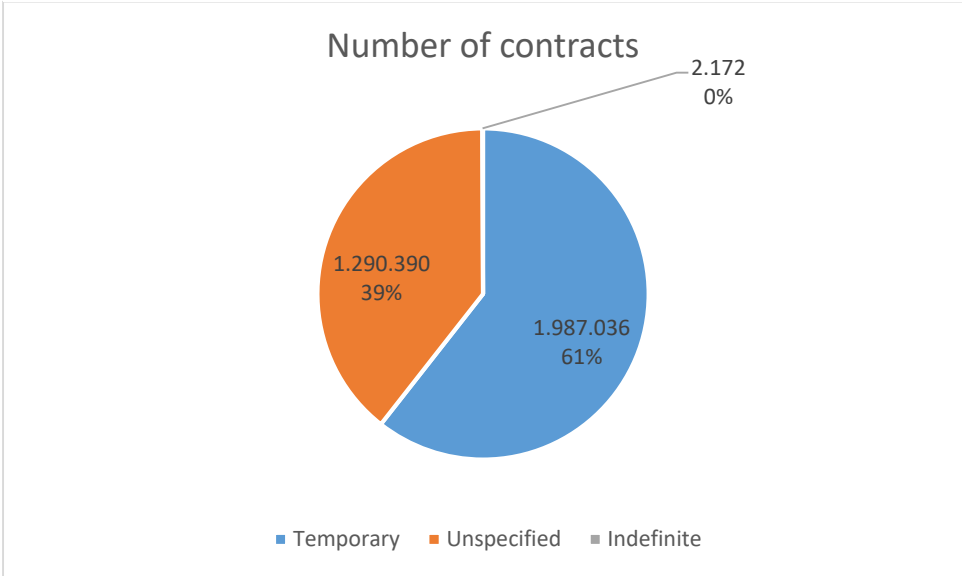
In this graph (Graph 3) we observe the number of contracts according to the sector at national level during the years 2015, 2016 and 2017. All sectors rise from one year to the next except the construction sector which decreases between 2016 and 2017.

Graph 4: Number of contracts in 2015



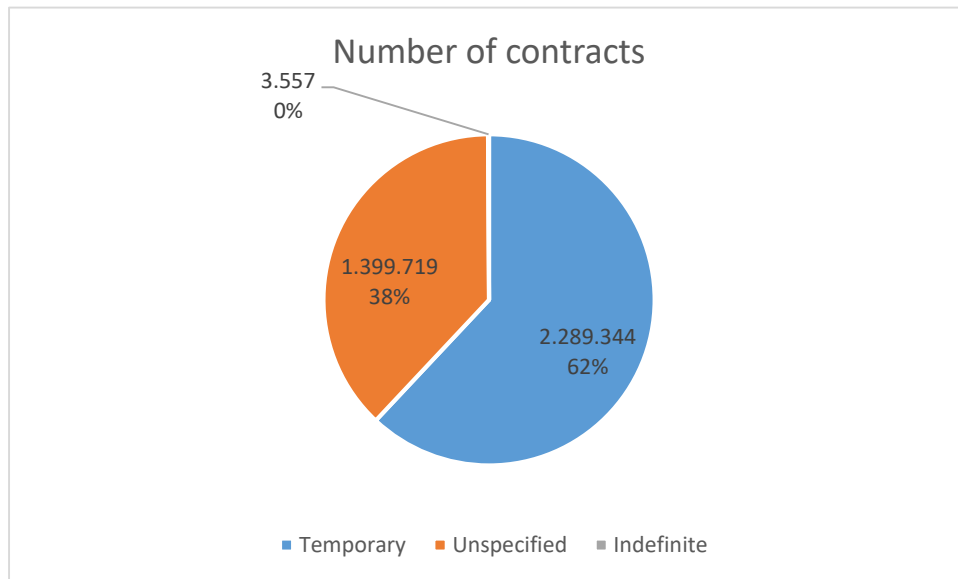
Source: Own elaboration

Graph 5: Number of contracts in 2016



Source: Own elaboration

Graph 6: Number of contracts in 2017



Source: Own elaboration

In these three graphs above (Graphs 4, 5 and 6) we see the number of temporary, indefinite and indeterminate contracts. We can see a slight growth in the percentage of temporary contracts at the expense of indeterminate ones. Indefinite contracts are insignificant compared to either of these two groups, and growth is almost nil.

From what we can see in the graphs above, we come to the following conclusions:

-The total number of temporary work agencies has remained stable in recent years, despite the fall from 2012 to 2014.

-The number of contracts grows by 31.39% between 2015 and 2018.

-The percentages according to the sector in terms of the number of contracts is also stable between 2015 and 2017.

-The number of temporary contracts increases by 33.55% between 2015 and 2017. The percentage of temporary contracts increases more than the percentage of total contracts.

As far as the analysed company is concerned, Access has been able to adapt to the changes in the sector in recent years. The temporary work agencies sector has grown in recent years both in the number of companies that make it up and in the number of temporary work agencies. Access has remained in the market by diversifying its services and exploiting other areas that other temporary work agencies do not. We could say that this is its greatest competitive advantage, becoming the first temporary work company in the Valencian Community and the 27th in Spain.

6. LIMITATIONS AND FUTURE LINES OF RESEARCH

As limitations in the study of this Final Degree Project we find that the information available in the yearbooks of employment and social security statistics do not show the data for the year 2018. They show a small advance of 2019 in which they compare with 2018. Also the information obtained by the company is very limited, as they do not have a good database in which you can search for characteristics to extract socio-labour data of the company itself and the delegation of Castellón. I would have liked to be able to analyze with the same data that I have analyzed the temporary employment agencies to the company Access Gestión Integral del Trabajo, by sector, type of contract and the duration of these contracts of all the contracts of 2018 and previous years in order to be able to compare if the evolution at national level and in the temporary employment agency has the same sense.

As future lines of research, we could analyze the coming years with statistical data provided by the Ministry of Labour, Migration and Social Security. It would also be possible to analyze an temporary employment agency competing with the company Access Gestión Integral del Empleo, in order to be able to internally compare the different services offered and the reason why each one occupies the position it occupies in the national ranking. Analyzing people is not relevant because they are aimed at the temporary employment agencies they know, which are closer or because a friend has

recommended it, in addition you can be enrolled in more than one temporary employment agencies, so that users of the temporary employment agencies are aimed at all the temporary employment agencies that can because there is a better chance of finding work.

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