

How to Make Your Temporary Employees Give a Better Work in the Age of Industrial Revolution 4.0: A Triggering Factor

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Abstract: The age of Industrial Revolution 4.0 has caused many changes and disruptions to companies, especially in technology, strategic planning, policy, even the requirement of human resources. In order to survive market competition, companies have to build their competitive advantage which even more fierce than before. Industry 4.0 forced companies to improve their efficiency, thus they have to prepare themselves so that the revolution will result in opportunities to optimize their performance. Optimizing performance level will be achieved through effectivity and efficiency. As one of efficiency measurement, many companies hire temporary employees than permanent employees. This is remain true in term of financial and turnover. Therefore, it is beneficial to analyze the factors that can improve temporary employees performance. This study aimed to explore and analyze the effect of social needs, self-esteem needs, self-actualization needs and job satisfaction on temporary employees' performance level. It is important to address employees' needs as it will stimulate their behavior at work. The companies' ability to meet or exceed their employees need and keep them satisfied with the work can make the employees felt satisfied as valuable and belong to the companies. In return they will give their best at work which improve overall performance, profit, and reputation. The study was conducted at PT Nielsen Company. A number of 110 temporary employees of 150 total temporary employees were selected to participate in this study. The sample selection was under random sampling method. Data were collected through self-administered questionnaires. The relationships of each variable was evaluated with multiple regression analysis. The result showed that each variables positively affect temporary employees' performance. The most dominant factor to improve performance is employees' social needs. Therefore in order to improve employees' performance which will improve companies performance, each company have to be able to identify and meet the employees' needs and keep them satisfied at work, especially their social needs.

1 INTRODUCTION

The success of a company can be determined by several factors and one of the most dominant factors influencing this success is the human resource factor working at the company (Al-Hawary, 2015; Menefee, Parnell, Powers, & Ziemnowicz, 2006). The success or failure of a company in achieving its stated goals is highly dependent on the success of management in managing the human resources involved in the company's activities.

Despite the important role of human resources for the company, the use of outsourcing as an entry of human resources for companies is currently developing (Johnson, Wilding, & Robson, 2014). One form of outsourcing carried out is by

implementing employee partnerships. Partner Employees are temporary employees who are employed by the company for a job without a contract for a certain period of time or receive a certain income and depend on the number and duration of projects worked.

Each partner employee must be responsible for the target set by the company without regard to the conditions and field conditions that must be faced by the partner's employees themselves. While employees remain in the middle and top management whose job is to manage and test data that has been collected from the field by Partner employees. Thus signify the importance of partner employees.

A growing body of research suggests that temporary workers can have negative effects on their

permanent co-workers (Anwar & Aslam, 2011). Permanent employees often resent the presence of temporary employees, feeling that their work is unprofessional or low quality, which then forces the permanent employee to compensate for the temporary workers' poor performance (Ongera & Juma, 2015). In short, it seems that the presence of temporary workers can lead to deterioration in the work-place environment. This deterioration may offset the benefits that organizations are hoping to reap through the use of temporary employees. Thus, it is important to understand the conditions under which temporary employee usage is associated with significant costs (Sheikh, Naveed, & Iqbal, 2011).

The unique of human resources is in fact it related to human being. Humans are driven by motivation at work. So, companies that can provide high motivation to employees to work by meeting their needs will increase work performance where employees will be productive so that it affects the overall performance improvement of the company including increasing company profits. For this reason, motivation is needed from superiors to subordinates or fellow colleagues in positions or positions of the same level. Companies must realize that motivation is the main thing and has a big enough influence in improving employee performance and achievement. In this regard, every company must be sensitive to this in order to achieve the company's goals more effectively and efficiently (Ali, Bin, Piang, & Ali, 2016; Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014).

Motivation is formulated as behavior that is shown on the target. Motivation is related to the level of effort done by someone in pursuing goals that are closely related to employee satisfaction and job performance (Lai, 2011). That is, the higher a person's motivation at work, the higher their work performance. In order to motivate employees to work hard not only arises for reasons of economic needs in the form of money, but also in the form of appreciation, harmonious relationships with colleagues, adding insight through training and the role of leaders in leading the company. Based on people's motivation to work is to meet their needs, the company needs to understand what needs are driving employee behavior to improve employee performance.

According to Maslow, the theory of needs consists of physiological needs, the need for security, social needs, the need for appreciation and the need for self-actualization (Aruma & Enwuesi Hanachor, 2017). The needs above can not be separated from

human life, and this also applies in the organizational environment.

In general, a person will try to meet his physiological needs in advance which includes the need to survive, namely food, clothing and shelter so that a person will naturally work to meet these goals. Likewise with the need for a sense of security which could include economic security and security when using tools to carry out work and a sense of security from threats removed from work (Singh & Behera, 2016). To achieve a sense of economic security, a person decides to work and the type of work done by partner employees does not use excessive muscle or energy and also does not use heavy equipment that must be considered safe for its use.

The problem that arises in the use of partner employees is the lack of emotional ties between employees and the company. The status of employees who are not permanent employees makes job insecurity happen. This condition will generally encourage a decrease in the level of work motivation which generally will lead to a decrease in work. This condition is always a concern and strived to overcome it immediately.

This study aims to evaluate the effect of work motivation and job satisfaction on employee performance. By understanding this condition it is hoped that this research will help in making decisions in motivating employees, especially employees who are temporary in order to be able to provide optimal performance.

2 LITERATURE REVIEW

Employees' performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Performance refers to the level of achievement of the tasks that make up an employee's work. Performance reflects how well employees meet the requirements of a job (Sonnentag & Frese, 2005). An employee's performance is an individual thing, because each employee has a different level of ability to do his job. The management can measure the employee's performance based on the performance of each employee.

Maslow's theory of need divides needs into five levels, ranging from psychological needs, safety needs, social needs, esteem needs, and self-actualization needs (Kaur, 2013). The first two of the list has already been commonly implemented or given to human resources within the organization as their basic needs. However there were little to none evident

that the firm gave social needs, esteem, and self-actualization needs to temporary employees as they were originally not the same part with the organization.

After the physiological needs are met and we already feel safe, then the next is our need to feel love as well as a sense of belonging, or social needs (ZAMEER, Alireza, NISAR, & AMIR, 2014). What is meant is the human need to feel needed to be considered as a member of his social community. These needs can include the desire to be friends, or to have a partner and offspring, the need to be close to his family, and also the desire to give and receive love. In a business context, this need can be met by providing opportunities for employees to work together and socialize. This can be done by assigning group work or it can also schedule joint recreation. These needs include the need for feelings of being accepted by others, the need for feelings of respect, the need for feelings of progress and achievement. When the social needs of employees are met, employees will be able to work with a calmer and happier heart because they have a good relationship between employees and with superiors and will optimize the work of the employees themselves and will automatically improve employee performance

Hypothesis 1: Social needs has a positive and significant effect on temporary employees' performance

Once they feel that their physiological needs are being met, their security is guaranteed, and that they are citizens of their social community, they will have esteem needs, or needs to be valued. This need is the needs of his ego for the desire to excel and have prestige. This can include the desire to be respected by others, fame, recognition, attention, reputation, and ownership status. In addition to external needs, humans will also need confidence in themselves, competence, achievement, independence, freedom, and mastery. In a business context, we can realize this need by recognizing the work that our employees do; when they do something good or when they succeed, we must convince them that we recognize that achievement. In addition, we can also give promotions, status, or praise in front of other employees. Award is a form of appreciation for an achievement given by individuals and institutions. The higher the status and position of someone in the company, the higher the need for self-esteem in question.

The need for appreciation has a very large influence on employee performance. Appreciation is

not only about the material but also non-material, can be in the form of praise and recognition. Awards given by the company are good and fair, so the employee's performance is also increasing. If the fulfillment of rewards needs is getting better the employee's enthusiasm for work will increase and this will affect performance. The main purpose of the award is to attract qualified people to join the organization, keep workers coming to work, and motivate workers to achieve high-level performance.

Hypothesis 2: Esteem needs has a positive and significant effect on temporary employees' performance

After all the above needs are met, then we will achieve the need for self-actualization, or self-actualization needs. This need is about proving and showing yourself to others. To do that, we will develop ourselves as much as possible all the potential we have. To be the best we can be, that is the purpose of this need. Not many people can reach this stage, because many of us have unmet needs. The needs of this level are different from previous needs. We no longer want to be valued by others, nor do they want their friendship or love. At this stage, what we do is to prove to ourselves. In a business context, to meet our employees who are at this stage, what we can do is to give them the opportunity to use new skills or challenges that can help them learn and develop.

The need for self-actualization is the need that drives a person in accordance with his ambitions which include growth, achievement of potential, and self-fulfillment. The need for self-actualization by using abilities, skills and optimal potential to achieve very satisfying work performance. The need for self-actualization as a desire to become more and more of himself as full of his own abilities, becomes anything according to his ability. Employees who can actualize themselves can improve work performance and have an impact on employee and company performance. Therefore, if the company is able to meet the needs of employees' self-actualization, it will be able to improve employee performance.

Hypothesis 3: Self-actualization has a positive and significant effect on temporary employees' performance

Job satisfaction is an emotional attitude that is fun and loves its workers. Job satisfaction at work is job satisfaction enjoyed at work by obtaining work results, placement, treatment, equipment and good

work environment. Satisfaction outside of work is employee job satisfaction enjoyed outside of work with the amount of remuneration that will be received from his work, so he can buy his needs. Job satisfaction will be achieved if the needs of employees are met through work. Where job satisfaction is a happy emotional state or positive emotions that come from the assessment of one's work or experience. With high job satisfaction will improve employee performance towards the organization where they work.

Hypothesis 4: Job satisfaction has a positive and significant effect on temporary employees' performance

3 RESEARCH METHOD

3.1 Research Time and Characteristics

The focus of this research is to find the evidence that motivation and satisfaction might affect temporary employees' performance, thus this research were conducted on associative approach. This research proposed four independent variables including social, esteem, and actualization needs as well as job satisfaction which might affect job performance on temporary employees. Thus, we evaluate the temporary employees as our population. This research was conducted on PT Nielsen Indonesia, Medan Branch. This research took place on March to June 2019.

3.2 Participant

PT Nielsen Indonesia, Medan Branch employed a number of 150 temporary employees or partner employees during the reseach period. This study involved 110 temporary employees which mainly is field workers.

3.3 Data Collection Method

Self-administered questionnaires were employed during our research. The questionnaire in this study was prepared based on a theoretical study and adjusted to the consumer's condition that was the object of research. Therefore, the research questionnaire requires a validity and reliability test before it is applied as an instrument for research data collection. The validity and reliability testing of this instrument was carried out on 30 temporary employees outside the research sample later.

Evaluation of the validity of the questionnaire is done by face validity by adjusting the list of questions raised with existing theories, as well as the Pearson correlation which shows the correlation value of the total score on each variable. The instrument reliability test was conducted by evaluating the Cronbach's alpha value on each variable proposed in this study

3.4 Data Analysis Method

We employed multiple linear regression to evaluate the impact of each kind of motivation and satisfaction on its dependent variable, job performance.

4 RESULT AND DISCUSSION

4.1 Participants' Characteristics

Characteristics of respondents by sex were carried out to obtain the distribution of characteristics of the temporary employees which were employed based on gender. The characteristics of these respondents can be used to evaluate participation of workers based on each gender.

Table 1. Respondents Characteristics

| Gender | N of Sample | % |
|--------|-------------|--------|
| Male | 67 | 60,91 |
| Female | 43 | 39,09 |
| Total | 110 | 100,00 |

Table 1 provide information that the proportion between female and male respondents in this study was relatively similar to the 3:2 ratio between male and female. Thus, the involvement of male workers in the temporary workers were a little bit higher than female participation. It is to be expected as the nature of Indonesian culture nurture that male worked for livelihood as female work to maintain the household activities. In addition, most of our temporary workers were field workers which this research is suggested that male were more preferred in field works than female workers.

Most of our participants in this study were on age range under 30 years (63,64%). This characteristics suggested that the main temporary workers forces were inexperienced or less experienced workers which were given task to accumulate experience at work.

4.2 The Regression Analysis

This research model uses four independent variables and one dependent variable. The independent variable used in this research is a form of top three of Maslow’s theory of needs and satisfaction. The dependent variable of this study is job performance of the temporary workers or employees. A total of 110 temporary workers were involved in this study.

4.2.1 Residual Normality Test

The normality test aims to find out whether the intruder or residual variable regression model has a normal distribution. Good data is data that has a pattern like the shape of a bell on the histogram diagram. The data normality test used in this study is the Kolmogorov-Smirnov test. Criteria for testing one sample using a one-sided test that is by comparing the probability with a certain level of significance that is if a significant value or probability <0.05, then the distribution of data is not normal and if a significant value or probability > 0.05, then the data is normally distributed. Evaluation using graphs is used to support statistical evaluation results.

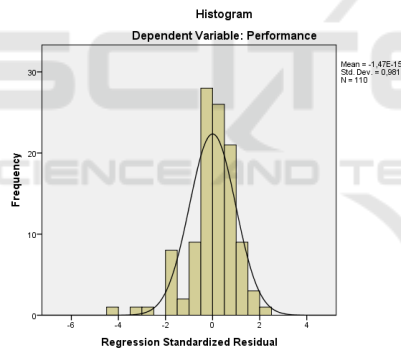


Figure 2. Residual Histogram

Figure 2 provides information that in the histogram graph, the distribution of residual data leads to bell-shaped; in this case, the residual data can be categorized as normally distributed. P-P plots are applied to evaluate this situation more clearly.

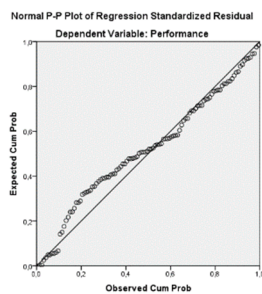


Figure 3. Normal P-P Plot

Figure 3 shows that data residuals are spread evenly along diagonal lines. This condition further supports that data residuals are normally distributed. Thus, the assumption of normality in residual data has been fulfilled.

4.2.2 Multicollinearity Test

Symptoms of multicollinearity can be seen from the value of tolerance and VIF (Variance Inflation Factor). Both measures indicate the variables which are strongly affecting other dependent variables. Tolerance is to measure the variable variables of the dependent variables which are not explained in terms of the other variables. The value that is used for Tolerance > 0.1 and VIF <5, then there is no multicollinearity.

Table 2. Collinearity Analysis

| Model | Collinearity Statistics | |
|-------|-------------------------|------------|
| | Tolerance | VIF |
| 1 | (Constant) | |
| | Self-Actualization | ,555 1,802 |
| | Self Esteem | ,445 2,249 |
| | Social Needs | ,493 2,027 |
| | Satisfaction at Work | ,903 1,107 |

a. Dependent Variable: Performance

Table 2 showed evidence that there is no problem of multicollinearity of data on the independent variables of the study. Each element of needs and satisfaction is independent, so that the variables proposed in this model do not affect each other.

4.2.3 Multiple Linear Regression Analysis

The results of the regression conducted in this study are summarized as follows:

Table 3. Regression Result

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------------------------|-----------------------------|------------|---------------------------|------|------------|
| | B | Std. Error | | | |
| 1 | (Constant) | ,015 | ,393 | ,039 | ,969 |
| | Self-Actualization | ,193 | ,079 | ,204 | 2,439 ,016 |
| | Self Esteem | ,238 | ,082 | ,271 | 2,894 ,005 |
| | Social Needs | ,312 | ,086 | ,324 | 3,645 ,000 |
| | Satisfaction at Work | ,244 | ,089 | ,180 | 2,742 ,007 |
| Dependent Variable: Performance | | | | | |
| F-statistic = 30,082 (p-value < 0,05) | | | | | |
| Adjusted R-Squared = 0,576 | | | | | |

Table 3 provides information that the proposed motivation theory and job satisfaction is able to explain 57.6% of the conditions of the temporary workers' performance. Thus, there are 42.5% influences from outside the model currently proposed. The significance level of the F-test on the proposed model <0.05 (Table 3) which indicates that together, each element of motivation and satisfaction plays a role in influencing the performance of the temporary workers' performance.

Regression models that can be formulated based on the results of this study are:

$$Y = 0,015 + 0,312 \text{ Social Needs} + 0,238 \text{ Self-Esteem} + 0,193 \text{ Self Actualization} + 0,244 \text{ Satisfaction} + e$$

This study indicates that every element of higher level of Maslow theory of needs and job satisfaction has a positive and significant influence on the performance of temporary workers. Nonetheless, our modes suggested that social needs, statistically, has the greatest influence in influencing their performance.

The regression coefficient on the social needs is 0.312. This indicates that for every increase in one unit in this kind of needs, the level of their performance at work tend to increase by 0.312 units. The t-test indicates that the t-count (3,645) is greater than the critical value of 1.65 or a significance value of $0,000 < 0.05$ which concludes that statistically there is a positive and significant influence of social needs on the level of temporary workers' performance level.

This need can only be fulfilled by others outside of the employee itself, such as requiring good acceptance by the company's work team that will create a sense of comfort at work that will affect employee performance. Besides that there is a need for mutual respect between colleagues in the company both superiors to subordinates, or vice versa or between fellow colleagues at the same level of work. Partner employees will need good acceptance by the company work team and require mutual respect between colleagues in the company. If social needs continue to be improved properly it will be able to make employees excited to work because they think that they are needed in the company so that it will have an impact on improving employee performance and vice versa if social needs are not met properly it will make employee morale to work decreases.

The regression coefficient on the self esteem needs is 0.238. This indicates that for every increase in one unit in this kind of needs, the level of their

performance at work tend to increase by 0.238 units. The t-test indicates that the t-count (2,894) is greater than the critical value of 1.65 or a significance value of $0,005 < 0.05$ which concludes that statistically there is a positive and significant influence of self esteem needs on the level of temporary workers' performance level. The more they can achieve these kind of needs, the more motivated which ultimately lead to a better performance as whole.

Inadequate fulfillment of the needs of temporary employees is generally due to the lack of rewards in the company and also due to incentives given by the company to Partner employees that are not in accordance with the capabilities of Partner employees so that it affects employee morale. Apart from the material aspect, the lack of attention and appreciation in the form of praise from superiors when employees work exceeds company expectations can reduce employee morale to work more actively which results in declining performance. Therefore the need for rewards influences the employees of Partners in working so that it will affect the performance of the employees themselves.

The regression coefficient on the self actualization needs is 0.193. This indicates that for every increase in one unit in this kind of needs, the level of their performance at work tend to increase by 0.193 units. The t-test indicates that the t-count (2,439) is greater than the critical value of 1.65 or a significance value of $0,016 < 0.05$ which concludes that statistically there is a positive and significant influence of self actualization needs on the level of temporary workers' performance level.

Actualization needs that are not met in employees will affect the performance of the employees themselves. Employees tend to be less happy to learn new things related to work because they feel comfortable with their daily work so sometimes they feel reluctant to improve themselves when making mistakes. The need for self-actualization will affect the motivation of the employees themselves to work their best and always be able to complete work in creative ways.

The regression coefficient on the temporary workers' satisfaction at work is 0.244. This indicates that for every increase in one unit in this value, or the more they felt satisfied at work, the level of their performance at work tend to increase by 0.244 units. The t-test indicates that the t-count (2,742) is greater than the critical value of 1.65 or a significance value of $0,007 < 0.05$ which concludes that statistically there is a positive and significant influence of job satisfaction on the level of temporary workers' performance level.

5 CONCLUSIONS AND SUGGESTIONS

In an effort to build performance optimization of temporary employees, meeting the needs of temporary workers is very important. Each element of the workers' needs contributes a significant positive effect on the achievement of performance. Despite the fact that temporary employees do not have a real bond to the company, it is important for companies that want to achieve the best performance to still pay attention to the needs and job satisfaction levels of these employees. Those who feel valued and feel satisfaction at work will feel stronger bonds and encourage behaviors that optimize performance.

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