

THE MEASUREMENT MODEL FOR OUTSOURCING WORKER PERFORMANCE BY MIDDLE AND BIG CLASS CONTRACTOR TO IMPROVE THE QUALITY OF BUILDING

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Abstract

The quality of outsourcing workers has important role in improving the quality of the building work. The objectives of this research to determine the main factors that affect quality of outsourcing workers in an effort to improve the quality of construction carried out by the contractor. The study was conducted on 26 companies outsourcing labor contractors who have, through questionnaires and interviews. The results of this research with descriptive analysis, the method followed IPA (Importance Performance Analysis) and correlation analysis, it is recommended that increasing the quality of the work outsourced more influenced by three factors: 1) recruitment outsourcing, 2) orientation and training outsourcing, 3) motivation outsourcing. Motivation is the biggest factor in influencing the work in improving the quality of the building.

Keywords - Performance, Outsourcing, Contractor, Building, Quality

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1. INTRODUCTION

In contracting company mainly middle class and the labor management both permanent and freelance, generally less qualified so often the process and the end result of the project deviates from the plan. It is influenced by conditions outside the company (external factors: economic conditions; technology; competitive business) and the condition of the company (internal factors: motivation; work environment; salary increase) (Dafid and Riman, 2007 and 2009). To realize the concept of construction work the right to quality, time and cost of the contractors are required to be more professional in managing the company, especially human resources (labor), finance (capital), management, knowledge, and mastery of technology (Apriyanto, 2002).

The role of human resources in a company contractor is very important. This means that the company's strategy for the procurement of human resources (human resource strategy) will take an important role in the success of the company as a provider. The strategy is an effective pattern of outsourcing and in accordance with the characteristics of the contractor concerned. From the research it can be concluded that the trend of outsourcing to contractors pattern based more on quantity rather than quality factor, and the main obstacle to the contractor because of difficulty in terms of the provision of the amount of resources and qualified workforce gaps remain (Santoso, 2004). However, previous research has not yet been revealed in more detail the main factors affecting the performance of labor outsourcing to contractors and large

middle class, and what efforts should be made to improve the performance of the contractor workforce, both internally and externally detail yet do so can not be followed up real operational measures such recommendations as it deems necessary for improving performance on the contractor workforce. For it is an effort to improve the quality of the contractor labor required strategy or concrete steps (action) so that the human resources (labor) quality can be achieved.

The purpose of this research include: a) model the performance measurement of labor outsourcing to contractors and large middle class in an effort to increase the quality of the built environment, b) determining the strategic steps in improving the performance of the contractor workforce at large middle class and c) make a recommendation form strategic steps that need to be implemented by the "Department of Public Works, Construction Services Association and the Certification Body Construction Services", in the standardization of labor contractor performance.

2. EXPERIMENTAL PROGRAM

Some definitions that will be used in studies related to outsourcing as follows (Langford, 1995): Outsourcing is a form of strategic human resource (human resource strategy) company, where to meet the human resources needs of the company, the company uses two types of labor are: power work remains (of the company) as the core labor and employment outsourcee (outside the company) as an additional power (complement). While Outsourcee workforce is based on a

specific time employment agreement, the workers who work on the company to do certain work for a wage, which is based on the employment agreement for a specified time and or completion of a specific job. Forms of employment agreements between the company and outsourcee such, should be stated in writing. Outsourcee doesn't include workforce freelance or contract.

Based on the results of some research, there are 6 important factors to consider and a determinant of the success of the outsourcing process is run, namely: 1) Scope Decision Factor - clarity regarding coverage or scope of the outsourcing process to do, 2) Sponsorship Decision Factor - involving everyone involved, responsible, supportive, and committed to implement outsourcing, 3) Process Evaluation Factors - regarding the presence or absence of formal procedures in the bidding process (bidding) prospective outsourcing company; 4) Factor Contract Length - regarding the duration of the implementation of outsourcing, 5) Factor Contract Type - detailed rules regarding how outsourcing 6) Factor Contract Date - on the level of sophistication contract.

a. Retrieval of Data

Before performing data collection, beginning with determining the respondent and the preparation questioner. The research location is the city of Malang. Secondary data register contractors and large middle class in the city of Malang obtained from the Association of Malang construction company, namely: Gapensi, Gapeksindo, Gapeknas and Apeksindo.

b. Field Studies

After carrying out the research literature continues to search for data and information in the field by conducting preliminary interviews as the initial search data and input to the preparation of the questionnaire.

c. Interview

Conducted preliminary interviews to several contractors and large middle class, where the interview is a material input to develop the questionnaire. Follow-up interviews conducted with related parties such as contractors, project leaders who are implementing their projects in the city of Malang, when the distribution of questionnaires. Interviews are semi-structure which included a question that has been designed in advance and there is an answer that has been determined, and also allows deepening the answers given by providing answers publicly. Interviewees were also given questionnaires to clarify answers given by the respondents.

d. Questionnaire

Distributing questionnaires to the respondent to provide a wider picture of the respondents regarding the situation on the

ground. Questionnaires are closed and where there is an answer to every question that has been planned in advance. Respondents were asked to fill out only in accordance with the instructions, and gave respondents the opportunity to provide other answers.

e. Population and Sample

For the contractor, the study population was middle class contractors (M) and large (B), which is located in the city of Malang. Respondents project leader for the project leaders who are implementing projects in Malang or overseeing human resource development (human work). Population taken 100% as the number of contractors allows for collection of data.

f. The Data Collection

Subsequent to the survey the next step is to compile the data in and do the calculation and tabulation.

g. Variable Measurement Scales

Measurement scales using Likert scale. For the assessment of the lowest value and the highest were given a scale of 1 to 5 scale levels: 1: Very Important, 2: Important, 3: Moderately Important, 4: Less Important, 5: Not Important (Source: Simamora, 1995; Atmusuprpto, 2001; PT . PP, 2003).

h. Importance Performance Analysis (IPA)

This method is used because the word can mean more specific understanding as to understand the importance of a thing (Importance), and implement what you have to understand the (Performance). This method is realized in the form of quadrants as in Figure 1 following.

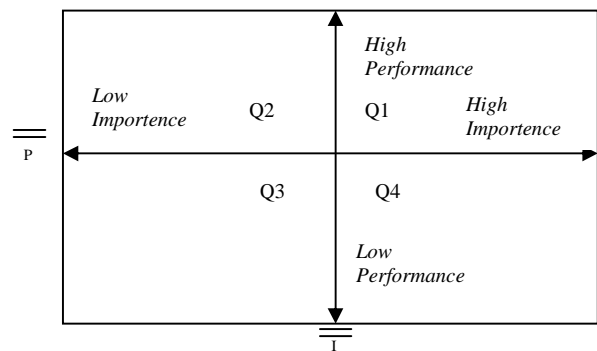


Fig 1 Output Importance-Performance Analysis

3. RESULTS AND DISCUSSION

3.1 Sample Characteristics

The research sample includes 21 contracting companies, divided into the middle class (13 samples or 61.9%) and large group (8 samples or 38.1%). Work experience in the field of

contracting has been going on for 10-30 years. The entire sample of firms studied were a private company.

3.2 Descriptive Analysis

Exposure in the descriptive analysis of more emphasis on the idea of the proportion (percentage) preferred the company of seven determinants of outsourcing work. The average value is higher in one of the company explained that the option is more often used.

3.3 Implementation of Outsourcing

The observation data, outsourcing more widely understood as activities to reduce labor costs or enable the company to meet the amount of labor uncertainty.

Table 1 Implementation of Outsourcing

Opinions on Outsourcing	Total		Middle		Large	
	Fre q	Score	Fre q	Score	Fre q	Score
Reduce labor costs	12 (57%)	4.58	7 (54%)	4.43	5 (63%)	4.80
To enable the company to meet the uncertainty of the amount of labor	9 (42%)	3.67	6 (46%)	3.17	3 (37%)	4.67

Description: Score 1-5 with gradations of 1 = never, 2 = never, 3 = sometimes, 4 = often, 5 = always

Preview observation of the company's view on outsourcing give more thought that outsourcing would reduce labor costs (57%). Another possibility that is understood by the contractor employer is outsourcing will help the company to meet the uncertainty of the amount of labor issues (42%).

3.4 Job Analysis

Before making a recruitment company will determine the image contents outsourcee undertakes will be done. Some possible ways companies among others: (1) interviews, (2) asked to write a job description, (3) asked to write important things on the job, (4) to fill out questionnaires, (5) gives remarks daily activities, (6) conduct direct observations, (7) outlines a series of hierarchical tasks and (8) take a sample of active workers. In a field application job analysis has been based on two things: analysis with interviews and job descriptions.

Table 2 Job Analysis

Job Analysis	Total		Middle		Large	
	Fre q	Score	Fre q	Score	Fre q	Score
Analysis of job interviews	11 (52%)	3.91	7 (54%)	3.43	4 (50%)	4.75
Analysis of the work with writing a job description	10 (48%)	4.00	6 (46%)	4.50	4 (50%)	3.25

In general, prior to the recruitment company will menjelaskan content of the work will be done by conducting interviews with workers who had held the position (52%) than by writing job descriptions that ever lived before (48%).

3.5 Proportion of Outsourcing

Labor requirements as part of the human resources in the implementation of most project tasks ranging 21% -40% of the total workforce. The addition of outsourced labor in high amounts less profitable because the company that owned the work capabilities of this group remains untested when compared with other permanent workforce.

Characteristics Outsourcee

Considerations for selecting outsourcee company consists of 4 things: skills, education, experience and salary.

Table 3 Characteristics of Outsourcing

Characteristics Outsourcee	Total		Middle		Large	
	Freq	Score	Freq	Score	Freq	Score
Salary	8 (38%)	4.88	4 (31%)	5.00	4 (50%)	4.75
Education	9 (43%)	4.44	5 (39%)	4.40	4 (50%)	4.50
Experience	3 (14%)	3.33	3 (23%)	3.33	-	-
Expertise	1 (5%)	3.00	1 (8%)	3.00	-	-

Observations majority judgment only covers two things: expertise (38%) and education (43%) while 19% consider the experience and salary.

3.6 Recruitment

Outsourcee recruitment process done in many ways such as: (1) using a reference from the company employees, (2) persuade other companies outsource (head hunters), (3) recalling workers who never worked, (4) advertising in newspapers, magazines, journals, radio, a television, internet, flyers (5) cooperation with educational and training institutions, (6) collaboration with the department of labor, (7) using nationally private dealer.

Table 4 Recruitment Outsourcing

Rekrutment Outsourcee	Total		Middle		Large	
	Freq	Score	Freq	Score	Freq	Score
Recalling former workers	10 (48%)	4.70	7 (54%)	4.57	3 (38%)	5.00
Cooperation with the department of labor	6 (29%)	3.83	3 (23%)	3.67	3 (38%)	4.00
Advertise	4 (19%)	3.25	2 (15%)	3.00	2 (24%)	3.50
Other	1 (5%)	3.00	1 (8%)	3.00	-	-

Most of the way in which is to re-dial the workers who were involved in one of the jobs (48%) or involve other parties such as the ministry of labor (29%) or through advertising (19%).

3.7 Orientation and Training

Orientation aims to introduce the work situation on outsourced labor. Some human resource development paths can be taken to develop the human resource potential in order to become an effective force, such as formal education, training pathways and pathway development. Formal education is not an option because it requires a long time.

Table 5 Orientation and Training

Work Orientation	Total		Middle		Large	
	Freq	Score	Freq	Score	Freq	Score
No formal passing co-worker	11 (52%)	4.55	8 (62%)	4.38	3 (38%)	5.00
Formal training through	10 (48%)	3.70	5 (38%)	3.60	5 (62%)	3.80

Table 6 Orientation and Training

Work Orientation	Recalling former workers		Cooperation with the Ministry of Manpower		Advertise	
	Freq	Score	Freq	Score	Freq	Score
No formal passing co-worker	8 (80%)	4.75	1 (17%)	4.00	2 (50%)	4.00
Formal training through	2 (20%)	3.50	5 (83%)	3.80	2 (50%)	4.00

Orientation to the work pursued in two ways: informally through colleagues (52%) or formally through training (48%).

3.8 Motivation

Several ways can be done by contracting companies to raise motivation among others: using bait wages, creating a good relationship between the company and outsourcee, creating good working conditions, so as to enhance the pleasure outsourced, creating a climate of competition or provide a challenging task and the ability to improve skills.

Table 7 Motivation

Motivation	Total		Middle		Large	
	Freq	Score	Freq	Score	Freq	Score
Using bait wage	9 (43%)	4.67	6 (46%)	4.67	3 (38%)	4.67
Creating a good relationship between the company and outsourcee	9 (43%)	4.11	5 (39%)	4.20	4 (50%)	4.00
Other	3 (14%)	3.33	2 (15%)	3.00	1 (12%)	4.00

Most companies prefer to use bait wages (43%) as a means to create motivation. The appeal of an option due to wage the most basic motivation is the motivation to meet the basic needs of daily life. In addition to wages, another approach taken is to create good relations with the new labor (43%).

3.9 Leadership Style

Appropriate leadership style should diperitmbangkan when in labor outsourcee community.

Table 8 Leadership Style

Characteristics Outsourcee	Total		Middle		Large	
	Freq	Score	Freq	Score	Freq	Score
Directing	5 (24%)	4.40	2 (15%)	4.00	3 (38%)	4.67
Coaching	13 (62%)	4.77	9 (70%)	4.78	4 (50%)	4.75
Supporting	3 (14%)	3.33	2 (15%)	3.50	1 (12%)	3.00

The activity in the field, must be accompanied by the appropriate leadership style, to create a work culture and high morale. Most contractors choose the leadership style of coaching (62%) and none of the samples studied chose to implement delegating leadership style.

4. RESULT OF WORK

Sustainability work on any outsourced labor is determined by the evaluation of the work by considering two important things: (1) compare the objectives are achieved with the targets agreed with outsourced and (2) compare the results of the work outsourced to other outsourced. If both of these things can be achieved it will be forwarded to the follow-up extension offers of employment. While on the contrary, should the two major elements are not met then the company will take action termination either be permanent or temporary.

4.1 Results of Test – t

This section will be different test averages the ratings on the seven determinants of employment outcomes in both groups of companies.

Table 9 T-Test Results

Determinants of Work	Mean		Difference	Test Results	
	Middle	Large		T-count	p-value
Implementation of Outsourcing	3.85	4.75	0.90	2.892*	0.009
Job Analysis	3.92	4.75	0.83	2.764*	0.012
Characteristics of Outsourcing	4.23	4.63	0.40	1.198 ns	0.245
Recruitment Outsourcing	3.92	4.25	0.33	0.900 ns	0.380
Orientation and Training Outsourcing	4.08	4.25	0.17	0.578 ns	0.570
Motivation	4.15	4.13	0.02	0.086	0.932

Outsourcing				ns	
Outsourcing Leadership Style	4.23	4.50	0.27	0.906 ns	0.376

The results of t-test analysis by explaining that the company kontraktor medium and large differences in the determinants of the seven work only on the implementation of outsourcing and job analysis. In large companies, these two factors are better when compared with the medium-sized companies. While the other five factors of the t-test results are not obtained sufficient evidence that there are differences in the two companies.

5. IMPORTANCE PERFORMANCE ANALYSIS (IPA)

Performance score will provide an overview of the results of the assessment of the business today. As for the value of the degree of importance (importance), serves to explain the importance of these factors. Sharpening a descriptive discussion of the results of the analysis are described based on patterns of relationship value performance and value of importance (importance).

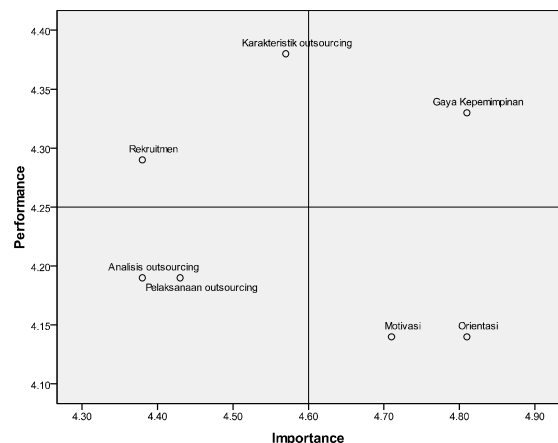


Fig 2 Graph Quadrant on Each Factor

Factors leadership style is high performance value and also has a high value of importance. This description is interesting because it is classified as a dominant factor to reflect the issue of outsourcing was already rated as good. These results provide a hint that this indicator status of "keep" or "keep up the good work", ie, the factors considered important for the issue of outsourcing has been optimal. Many companies provide high response attitude towards leadership style because to achieve the employment targets are less stringent application of force must be balanced with the right leadership.

Motivational factors and orientation have relatively low performance score but have a high importance value. This

description is interesting because it is classified as a dominant factor to reflect the outsourcing problem turned out to be but has not been well assessed. These results provide a hint that this indicator status of "priority" or "concentrate here", ie, the factors considered important for outsourcing problem but not optimal. Many companies that have not responded attitude high on motivation and orientation for the new adaptation of labor to the work culture and work the desired targets should be run as the company's expectations are supported by labor.

Outsourcing and recruitment factors characteristic value is high performance but low importance value. This description is interesting because although these factors are not considered to reflect the dominant outsourcing problem was already rated as good. These results indicating that these factors are "excessive" or "overskill", ie the factors considered less important outsourcing issues but have been optimal. Many companies provide high response attitude towards outsourcing and recruitment characteristic due to recruitment patterns specific to outsourced labor can be resolved in accordance with the needs of the project work.

Factor analysis and implementation of outsourcing have relatively low performance score and also had a low importance value. This description is interesting because it is classified as non-dominant factor to reflect the outsourcing issue has not been a good turn out and evaluated. These results indicating that these factors are "low priority" or "low priority", ie, the factor is considered less important for the outsourcing issue and yet optimal. The Company may not be too focused on this factor because the existing implementation does not cause a lot of problems that are new labor outsourcing.

5.1 Correlation Analysis

Correlation analyzes will be conducted to test the significance level determinants seventh relationship work with the work. Here is a summary of the calculation of the correlation coefficient on the work.

Table 10 Correlation Analysis

Determinants of Work	Test Results		Explanation
	Correlation Coef.	p-value	
Implementation of Outsourcing	0.388	0.082	Not significant
Job Analysis	0.043	0.854	Not significant
Characteristics of Outsourcing	0.170	0.461	Not significant
Recruitment Outsourcing	0.483	0.027	Significant

Orientation and Training Outsourcing	0.577	0.006	Significant
Motivation Outsourcing	0.751	0.000	Significant
Outsourcing Leadership Style	0.199	0.386	Not significant

The results of the correlation analysis it appears that the quality of outsourcing work is more influenced by three factors: outsourcing recruitment, orientation and training outsourcing and outsourcing motivation. Motivation is the biggest factor to influence the work in improving the quality of the building.

5.2 Regression Analysis

Some of the variables that correlated significantly to the work will be performed multiple linear regression analysis to determine the effect of combined (simultaneous) and the influence of individual (partial) that influence outsourcing recruitment, orientation and training outsourcing outsourcing and motivation to work.

Table 11 Result of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.015	.957		.016	.987
Skor Likert Rekrutmen	.046	.224	.041	.205	.840
Skor Likert Orientasi	.134	.308	.099	.436	.668
Skor Likert Motivasi	.806	.285	.659	2.830	.012

Dependent Variable: Score Likert Result of Work; R2 = 57.2%, F = 7.577, p-value = 0.002

The results of the regression analysis on the model calculations of the effect of three variables on the work are:

$$Y = 0.015 + 0.046 X_1 + 0.134 X_2 + 0.806 X_3$$

Where: R2 = 57.2% (coefficient of determination)

Y = Result of Work; X1 = Recruitment;

X2 = Orientation and Training; X3 = Motivation

The test results from the combined effect of the three variables on the work is significant ($p\text{-value} = 0.002 < 0.05$), but is partially explained that contribution is very strong motivation to develop good work. Quantitatively, the weakening of the partial contribution of recruitment and orientation to the work of both the motivation for the correlation is quite high (> 0.50), thus indirectly the influence of these two variables is waning. Fairly high correlation of recruitment and orientation to motivation could also be explained that the recruitment and orientation will be carefully planned major motivation in the workforce outsourcing.

CONCLUSIONS

Based on the results and discussion on The Measurement Model for Outsourcing Worker Performance by Middle and Big Class Contractor to Improve the Quality of Building, it is concluded that the quality of the outsourced work is more influenced by three factors: outsourcing recruitment, orientation and training outsourcing and outsourcing motivation. Motivation is the biggest factor to influence the work in improving the quality of the building.

Against recruitment outsourcing between large and medium enterprises are no different attitudes taken steps to redial the former workers, especially in medium-sized enterprises, based on the results of Importance Performance Analysis (IPA) status "overskill", correlated significantly with the work.

No formal orientation more done medium-sized enterprises while formal orientation conducted in large companies, there are no differences in attitudes towards orientation and training outsourcing between large and medium enterprises, based on the results of science are "concentrate here" (top priority), correlated significantly with the work.

Work motivation is mostly done using bait wages, there is no difference in the attitude towards outsourcing motivation between large and medium enterprises, based on the results of science are "concentrate here", correlated significantly with the work.

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