

Leadership Influence of Project Manager on The Performance of Road Construction Work

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Abstract

Success project is the target main for moving companies in field service construction. So that in increase performance needed, proper method lead, therefore the purpose of studying this know influence of style or model leadership manager project on success profession construction of the road in the city of Gresik using method qualitative with a total informant as many as ten people start from manager project until with vendors. Data was collected with method observation, study literature, and interviews deep. Based on the data analysis obtained, style leadership participants' influence on performance worker project construction the road in Gresik City through determination method artistry, the technology used, management field, build environment work, and selection source power suitable human.

Keywords: Performance, Leadership, Manager Project, Worker, Project

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I. Introduction

Development projects construction on Indonesian time this the faster. This can be looked at according to many development project construction, e.g., hotel, place stay dwelling, bridge, road Raya & others. Many changes have occurred in development projects compared with several years past; this can be looked at according to the structure of ongoing building until creating a sense of comfort in its use (Rumbarar, 2019).

Infrastructure facilities road is something means transportation which plays a significant role in the development of something area, besides a road Becomes something facility transportation used by society. The road is a very influential tool life society. Making road aim to give smoothness, convenience, and security for user way and also improve the growth economy all-around road (Nababan, 2016)

In the process of construction way, they often found the quality of roads low, for example, the development road circumference north in Jayapura, where quality roads have no corresponding standard. Quality and quantity result from the performance individual or a good group in something activity, specific abilities experienced or acquired powers from the learning process, and desire for achievement. For a project u for producing good performance, a project must be managed either by a Project Manager.

Project construction has many more risks than activity business because of its complexity. Project construction is complex because it needs many source power men with skills and various types of coordination, but it is permanently related to reaching success project. Criteria success project there two that is *Project Management Success* (focus on the project process, get reach cost, time, and quality corresponding requirements, as well as what the management process project done) and *Product Success* (related to results end project) (Pradnyadari, 2021).

Success project is the target main for moving companies in field service construction. Said project success is a reflection of the results of work company contractors. A project is said to succeed if it is capable resolved with Competitive costs, can afford to settle within the appropriate time even faster than the scheduled time, and with achievement quality. The successful project's impact will lift the company contractor's image. Success project is something achievements project from facet time, cost, and quality are affected by style leadership manager project (Larsson, Eriksson, Olofsson, & Simonsson, 2015).

Leadership is understood as something personality somebody embodied leader in activity his administration concerning managing tasks and relationships with subordinates/employees for reach purpose organization. Leadership could affect morale and satisfaction, safety, quality of life at work, and especially the

level of achievement something an organization. Leaders also play a critical role in forming groups, organizations, or the Public to reach them (Fadli, 2019).

In fields inside construction, an organization exists, i.e., a management construction led by the manager project. A manager project also has a leadership style in which each leads its employees, which is influential to the project's success. Often the kind of leadership that doesn't appropriate from the project manager to the employee Becomes a conflict or problem for the employee. Hence, their relationship is not good enough and can hinder the project's success.

II. Methods

Study this using the method study qualitative. Studying qualitative is producing research findings that could not be achieved with procedure statistics or method quantification other. Straus and Corbin (2008) mention that study qualitative could use to study life, society, history, behavior, functionalization organization, movement, social, or connection kinship. Moleong (2007) argues that qualitative methodology is procedure research that produces descriptive data from written and spoken words of people and observed behavior.

Study this using studies single case project in Gresik City with purposive sampling. A case study is a model done on an exploration system limited to one or some cases accompanied in detail with in-depth data involving various sources of rich information context (Creswell & Poth, 2010).

Study this using ten informants as source information or the one who gives information about what is known. This figure was chosen because the info provided approach similarity between informant or already reached point saturated. Determination informant conducted with a purposive sampling method or determined at the start of research. Opinion experts used data triangulation to ensure the data was valid.

Deep data collection study this conducted with a method interview. Interview deep is one study data collection study phenomenon or events to be researched. The interview was born in advance with the informant because, on the topic, specific data was needed to support observation expression, face or style talk informants, and the condition around the interview. Interviewer or researchers can also determine level saturation information and whether the interview is enough or still need other information from the same informant or informants (Hansen, 2006).

III. Results and Discussion

Based on the data that has been analyzed with NVIVO 12 Plus with the Hierarchy Chart feature, table 1 is obtained as follows:

Table 1. Hierarchy Chart Visualisation

Relationships Leadership style to performance worker	Method	<i>Exact method can make profession Becomes quick resolved, and also good communication so factor” (Informant 2)</i>
	Technology	<i>”The technology used already enough many help worker in working and supported with exists leader who directs” (Informant 9)</i>
	Manage	<i>”Manage workers in the field is no easy thing, needed proper leadership” (Informant 4)</i>
	Environment	<i>”Worker it crummy no, no just factor wages, but also the environment also exists role” (Informant 2)</i>
	Worker	<i>Manager Project and foreman Becomes role model or example for workers in the field, and even they valued because of method management and how to lead it as what, so with such a worker could work in a manner maximum” (Informant 1)</i>
	HR	<i>”When talk about HR started from managers, foremen, and workers in the field as well as admin section, all must own commitment in work” (Informant 1)</i>

Source: Processed Primary Data, 2022

Leadership Style Relationship with Worker Performance

Based on the data obtained, style leadership a profession construction is a factor of quality performance workers' influence of 55.2% against performance workers on the project construction (Bubou, GM, & Job, GC 2020). Likewise, at work, construction roads in the City of Gresik and Malang style leadership own close correlation with performance than workers; the correlation showed with style democratic leadership or worker consultation more proactive in handling every problem that exists in the field, so constraints that make profession can be long resolved with fast. Then with style leadership, Participatory workers could look at foreman and manager projects as a good example and prioritize Meetings or discussions on each problem. But also a problem technically no need party management know will be completed by the foreman and also workers in the field myself like purchase ingredients burn, then exists material supply problems and also regarding lateness arrival worker could resolve from the party the foreman as well as the workers that alone. It is supported by statements informant one as follows:

“Manager Project and foreman Becomes role model or example for workers in the field, even they valued because method manages and how to lead it as what, so with such a worker could work in a manner maximum” (Informant 1).

Based on results, other studies prove a correlation between good performance and style leadership, stated through completed work with effectiveness and efficiency (Faeq, Garanti, and Sadiq, 2021). Besides that, other studies indicated that performance would increase if leaders give appropriate examples and role models with reality (Irwan et al. 2019). Besides that, According to Irwan et al. (2019), style leadership positively influences workers' performance.

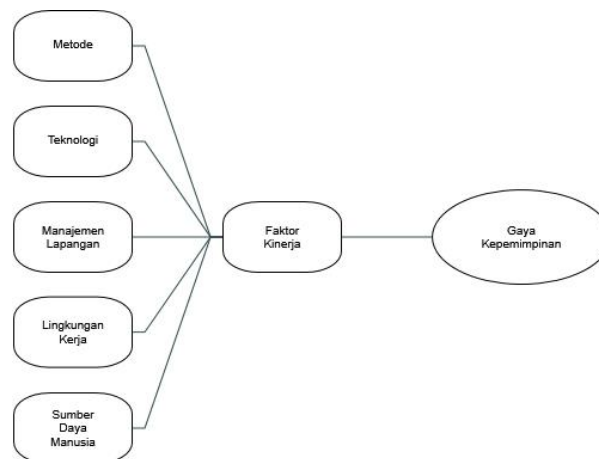


Figure 1. Mind Map Visualization

Based on data analysis with the use of the NVIVO 12 Plus app, then could visualize the results *mind map* as follows:

a. Leadership Style Applied to Projects Road Construction

The leadership style of the head manager projects on construction roads in Gresik and Malang has a similar purpose for increasing workers' participation in the development process construction roads in Gresik and Malang are style leadership situational. Additionally, in taking a decision manager project, the use of approach consultation way communicate the manager project to the workers refers to approach consulting, giving motivation from the manager project to the workers refers to approach participation. Workers participate in developing construction roads in shape, mind, material, and energy. The development results that have been achieved include road construction and construction irrigation. Those results are supported by statement informant one as follows:

“My method of managing worker with look situation there, then Besides, it also puts forward a look condition field or real, so intake decision, there is some necessary aspect I consider, namely: conditions real, advice from qualified workers, and also thoughts, so the solution obtained is the best” (Informant 1)

The same statement was submitted by informant two as follows:

“We work here person sir, meaning we were invited Chat how condition location, approx how the solution. That's why we work yes nice trusted and also considered able and enthusiastic work” (Informant 2).

b. Worker Performance Road Construction

Based on the results of data analysis, there are four influencing factors performance of workers on the job construction roads in Gresik and Malang: Methods and Technology, Management Field, Environment Work, and Human Resources.

1) Method

in a processing construction road, the right decision on which method will be used is because every area has different goods in terms of workers, location work, and technology at will used, so the technique used Becomes Important Thing in a decision manager project. So the expected proper method would minimize risk, minimize budget use, and maximize source power in duties and obligations. The statement supported by some informants, among others:

“That's right, sir method to be used is always based on many considerations. Example Among, professions in the area of Gresik and Malang are different, and the difference is Malang weather is not erratic; it often rain. In contrast, in Gresik, the soil and rocks are inclined harder, so urgent consider many aspects in determining a method to be used on the job later” (Informant 1).

Supported by statements informant 5:

“Neng Gresik is that sir, kotane ahh hot, but zinc garage profession suwi iku shape soil e inclined atos or hard, daddy workers with workers work must be done 2 times rekoso, there's a problem with this tool depends on foreman piye, ben graphene fast and work Karo worker iku feel good” (Informant 5)

2) Technology

In the construction world, many available tools and technologies are already used to speed up a job. Good tools are not light nor too heavy, but accuracy technology will influence how impact generated work later in the construction road. It is supported by statements informant 1:

“Yes sir, inside every profession, need exists means used or tools used, so speed up profession the. So decision manager project for use tapa will influence performance from worker it” (Informant 1).

Informant 2 stated Things similar as following:

“Job as the need exists Adequate tools and facilities Sir, so support profession Becomes faster resolved, no only that just reduce cost power relatively large work at the time this.” (Informant 2)

3) Management Field

To achieve effective and efficient work in professional construction, the road to the City of Gresik and Malang needed management good field. Management field good could see how manager project capable of arranging jobs and workers; therefore, every area owns different power. Besides that, raw materials and technology available are essential for organizing and managing the field. Besides that, style leadership is the ability can to measure someone motivate its employees because the ability to motivate Becomes power driving force that causes a member organization willing and willing to move capabilities (in shape skill or skills), energy, and time to organize various activities to be not quite enough he answered and fulfilled obligations, in framework achievement purpose and variety target organization that has determined before. It supported the statement informant 1:

“Manager project and the foreman, if there is no control terrain, do not know how to field, will difficult give solutions to workers in the field, with so manage field Becomes urgent in implementation of our duties and obligations.” (Informant 1).

The same statement was submitted by informant six as follows:

“Vendors can organize their profession from instruction manager project, so both sides must guard good connection and communication. Hence the vendors, foremen, and also managers project must control field” (Informant 6)

4) Environment Work

Environmental work is critical in a profession, especially in professional construction. For example, creating an atmosphere and harmonious relationships in a career makes workers work without being too burdened with a job. Hence, performance from the workers Becomes increases with itself. It is submitted by informant four as follows:

“Environment Father reason worker sometimes sir. Usually if connection no slick with fellow worker rather work the end isn't the maximum.” (Informant 4).

Informant 5 stated the same statement as follows:

“Environment comfortable work and the facilities provided, so one key for worker Becomes excited and working with ok. Apart from that, there is also a communication need built for work between lines and workers.” (Informant 5)

5) Human Resources

Availability and quality source power man are necessary factors in professional construction. Every area has its quality and available source power for different people too; the city of Gresik is one Big city with available source power for many people and also the quality ok. The City and Regency of Malang are also large area will but with the availability of labor is also different from Gresik City; because of that, Malang city is called many educational cities power work that after complete school, in the end, more choose piece and do a project outside island with more income significant, so source power relative human limited even usually bring worker from the existing area surrounding as Kediri, Blitar, and Tulungagung Regencies. It was submitted by informant seven as follows:

“Worker iku nduwe ability specifically, stone workers work on nek concrete dun must iso. Eat quality worker with worker Father need to be considered when working on it profession road cool this is bro.” (Informant 7)

Informant 6 also stated the same thing cramped thing the as follows:

“I evaluate workers and vendors though own various excess but Certain only there is one to be specialization or advantage because that superiority that’s what it becomes ingredients consideration alone.” (Informant 6)

c. The Effect of Leadership Style Applied on Projections Road Construction

Leadership style on the job construction road is seen in communication, decision-making, and distribution methods. Duty is a style of leadership Participation prioritizes communication and consulting well with managing projects, supervisors, and workers in the field. Supporting factors style leadership manager project that supports the foreman and the workers, meanwhile factor the inhibitor that is environment and resources power still human tend to lead to the conventional method used in work. Besides that, style leadership someone can too be measured by the ability to motivate the workers because the ability to motivate Becomes power driving force that causes a worker willing and willing to move capabilities (in shape skill or skills), energy, and time to organize various activities to be not quite enough he answered and fulfilled obligations, in framework achievement purpose and variety target organization that has determined before. It is supported by a statement from informants 1, 8, and 10 as follows:

“How to lead work that so factors urgent in reach success a profession including construction Mr. Democratic leaders at work this more tend effective and efficient applied.” (Informant 1)

“Zinc foreman glistening listen to opinion worker iku zinc according to me nice bro, question zinc understand right condition field iku right yo workers, at least Iso keki income input zinc slick lan build work job, daddy nope fast let goods” (Informant 8)

IV. Conclusion

Leaders are often considered agents of change because their role is to direct subordinates in making decisions, caring, and paying attention to associates, as was ll as creating an environment comfortable work. This leads to agreement or obedience to leadership and regulations because employees feel satisfied and cared for. Accepted leaders as partners work will own trust subordinates and have a sense of belonging to duties and responsibilities in the organization because its leadership style participant positive and significant contributions. In case our research, they proved effective in increasing the performance of worker projects.

Based on the results research above, points are necessary to take from the study. Leadership style participants positively and progressively influence an employee's performance; a manager project could demonstrate style leadership participants to increase performance. However, it needs to be applied depending on each task delegated corresponding with the agreement delivered before.

The leadership style of active and influential participants could influence employee motivation to increase performance. Apart from that, there are also factors determinants besides style leadership that doesn't discuss in the study, which also help influence worker project construction road. Because we admit the limitations of our research are room scope, which is limited to one place work. Subsequent comparative studies of second-style leadership in various types the place of work will Become valuable contributions.

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