

PROJECT MANAGER LEADERSHIP STYLE WHICH INCREASES THE PROJECT PERFORMANCE

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ABSTRACT: Maximum performance to achieve the specified target is the expectation of each project work. Leadership is one of the factors causing the achievement of good project performance. This study aims to find out what kind of project manager leadership style can improve the performance of all elements in the road project. This study uses qualitative methods to study the impact of leadership style on the success of road construction projects. Taking the object of research in East Java with 15 informants, in-depth interviews and observations were carried out for six months. Based on the data analysis, a guiding leadership style and openness to discussion can improve the performance of road construction projects.

Keywords: Construction, Leadership Style, Performance, Project Manager, Road Project

1. Introduction

Technological developments in the construction industry are expected to improve project performance [1]. Project performance is work performance achieved in realising work, measured by the final results obtained. Project performance is measured by cost, time, and quality of work. These three things are a unity that must be achieved in a project. The success of one aspect alone cannot be said to be the achievement of good performance. All three, namely time, cost, and quality, must have the same standard to say that the project performance is good. Good project performance is the hope of all parties. For project owners, good performance means that all plans are made according to plan. Meanwhile, for project workers, good performance raises the hope of avoiding losses and being able to get a job again at a later time [2].

Many factors influence good performance. The four management functions, planning, organising, actuating, and controlling, are essential in achieving performance. The four management functions will work well if they are controlled appropriately. The Project Manager is the leader who controls the four functions. Therefore, achieving good performance is highly dependent on the project manager. As a controller, the project manager must be able to manage all of his tasks properly [3].

The project manager is heavily involved in achieving project performance, while project performance is heavily influenced by human resource performance. Control of human resources is one of the determinants of the

success of leadership. Human resources in a project have differences from one another. The variety of education, competency, and employee status can make each performance different. This is where the project manager must motivate workers with various backgrounds to focus on one goal, namely achieving good project performance [4].

Road construction is one form of project carried out every year in Indonesia. Road construction projects have unique characteristics. In terms of workforce, the project is unique, such as workers are not permanent employees of the company. They have the status of casual employees. Based on their status, they are informal employees because a contract does not bind them, and they only work for a short time. Job locations change, so workers will alternate using local workers [5].

Based on these characteristics, the skills possessed by workers will vary. These characteristics make the project manager's leadership role very important to achieve good project performance. Leadership is understood to refer to someone who has an interest in managing tasks and relationships with subordinates/employees to achieve organisational goals. Leadership can influence workplace morale and well-being, safety, quality of life, and, most importantly, organisational performance levels [6].

Several studies have discussed construction project leadership, each with a different emphasis, such as leadership style organisation [1,2,7]. From all that has been mentioned, there is still no discussion specifically related to the object of the road construction project. Unlike previous research, this will specifically discuss

what influences project manager performance and leadership and what can improve performance.

2. Method

This study uses qualitative methods to understand the concept of the problem, with the initial stages of clarifying and determining the nature of the problem. Meanwhile, project managers, foremen, and field workers who were used as informants were those working on a road project in East Java. A purposive sampling technique is used by setting several criteria and boundaries, including a) Basic knowledge and understanding of leadership style, b) Having worked in the construction sector for at least the last five years. Fifteen informants were assigned to obtain the necessary data. The determination of the amount is based on the saturation level of the information obtained.

This study used face-to-face and telephone interview techniques and in-depth structured discussions. Each informant was interviewed with the same questions based on the type of work at different times. The interview uses open-ended questions to encourage informants to answer correctly. Interview instructions and procedures are presented in the appendix [8,9].

Data from in-depth interviews were analysed using qualitative data analysis. Experts define qualitative analysis as a research technique for making valid and reproducible conclusions from the text (or other essential documents) in the context of its use [10,11]. The manual coding process starts with 1) copying and customising data, 2) necessary feedback guided by theoretical background from previous research, 3) hardcopy encryption, followed by merging, sorting, deleting, and cleaning, 4) defining categories in general, 5) review and complete categories, 6) create topics and 7) report results and learning framework. In this study, the data processing used the NVivo12

analysis tool to carry out all of the above processes.

3. Result and Discussion

Based on data analysed with NVIVO 12 Plus with the Hierarchy Chart feature as shown in Table 1.

3.1 The Relationship between Leadership Style and Employee Performance

The data shows that how the leadership style is applied influences 55.2% of construction project performance. (Bubou, GM, & Job, GC 2020). Likewise, leadership style is strongly correlated with employee performance in road construction. The correlation can be seen in the democratic or deliberative leadership style. Workers are more proactive in solving any problems that can be resolved quickly and precisely. Then, the foreman and manager's democratic leadership style is an excellent example of prioritizing discussion and deliberation on every problem. However, there were also unnecessary technical issues that management was aware of, such as fuel purchases, later material supply problems, and delays in arrivals. Workers can solve it by inter-workers or foremen. This is supported by one of the informants' statements as follows:

"The Project Manager and Foreman serve as role models or examples for workers in the field; they are even valued for the method of managing and how to lead it, so that in this way a worker can work optimally" (Informant 1). Based on these findings, other research shows a correlation between good performance and leadership style, as shown by work carried out effectively and efficiently. In addition, other research shows that performance increases if leaders provide realistic examples and role models. In addition, leadership style has a positive effect on employee performance.

Table 1. Hierarchical Chart Visualization

The relationship between leadership style and performance	Method	<i>The proper method can make the profession resolved quickly, and good communication is a factor" (Informant 2)</i>
	Technology	<i>"The technology used has helped workers a lot in their work and is supported by a leader who directs" (Informant 9)</i>
	Manage	<i>"Managing workers in the field is not an easy thing; proper leadership is needed" (Informant 4)</i>
	Environment	<i>"Workers are lousy, aren't they just the wage factor, but the environment also has a role" (Informant 2)</i>

	Worker	<i>Project manager and foreman Be a role model or example for workers in the field; they are even appreciated for the management method and how to lead it, so that a worker can work optimally" (Informant 1)</i>
	HR	<i>"When it comes to HR, starting from managers, foremen, and workers in the field as well as the admin section, all must commit to work" (Informant 1)</i>

Source: Processed Primary Data, 2022

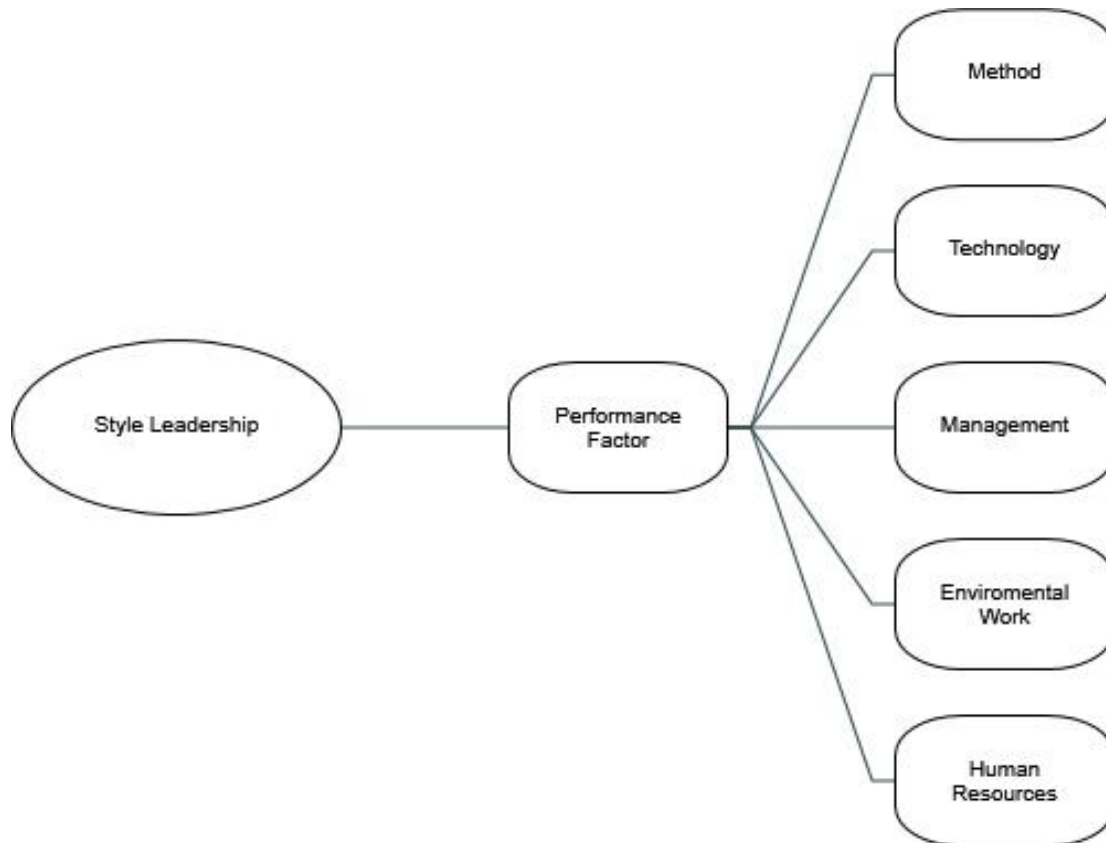


Figure 1 Mind Map Visualization

3.2 Consultative and Motivational Leadership Style

The project manager's leadership style in several research sites has the same goal: increasing worker participation in the development process. In addition, the decision-making process uses a consultative approach, while communication from above takes the form of motivation and direction from the project manager to employees. Workers participate in developing the construction route in terms of form, spirit, material, and energy. Development results that have been achieved include road construction and irrigation development. An informant in the following statement supports this finding:

"My method of managing workers is by looking at the situation there, so apart from that, it also prioritises looking at the field or real conditions, so making decisions, there are several aspects that I need to consider, namely: real conditions, suggestions from qualified workers, as well as thoughts, so solutions that are obtained is the best" (Informant 1)

The same statement was made by the second informant as follows:

"We work here, sir, meaning we are invited to chat about the location's condition and the solution. That is why we work well; it is good to be trusted and also considered able and enthusiastic to work" (Informant 2).

3.3 Performance of Road Construction Employees

Based on the data analysis, observation, and discussion results, four factors influence workers' performance at the road construction site: method, technology, management, work environment, and human resources.

3.3.1 Method

In road construction, the right decision regarding which method to use is the most crucial thing to determine. Each company that works on it has different resources, starting from facilities and labour. So, the work method becomes integral to the project manager's decision. Besides that, the factors of work location are also needed to enlarge the required resources. Thus, the right approach is expected to minimise risk, minimise budget use, and maximise resources in carrying out duties and obligations. This statement was supported by several informants, including:

"That is right, sir; the method used is always based on many considerations. Examples include the professions in Gresik and Malang, which are different; the difference is that the weather in Malang is erratic; it often rains. In contrast, in Gresik, the soil and rocks tend to be harder, so it is urgent to consider many aspects in determining the method to be used in future work" (Informant 1).

Supported by the statements of informants 5:

"Gresik's Neng, sir, the city is hot, but the zinc workshop of the Suwi profession has the shape of the soil that tends to be *"atos"* or hard; you have to do *"recoso"* work with labourers, there are problems with this tool depending on the foreman, the graphene is fast, and the work of the workers Karo is delicious" (Informant 5)

3.3.2 Technology

Many existing tools and technologies have been used in road construction to speed up the work. Starting from the most minor tools every worker must have and heavy equipment if needed, the right technology will affect the quality of work produced in road construction. The statement of Informant 1 supports this:

"Yes sir, in every profession, there needs to be a means or tool to be used, so speed up the profession. So the project manager's decision to use *tapa* will affect the worker's performance" (Informant 1).

Informant 2 stated the same thing as follows:

"Work according to needs has adequate tools and facilities, sir so that supporting professions can be completed more quickly; not only that, it only reduces labour costs, which are currently relatively large." (Informant 2)

3.3.3 Management

Carrying out efficient and effective work in road construction work in the cities of Gresik and Malang requires good management. A good project manager can see how well a foreman can manage work and workers so that strengths can maximise results while there are weaknesses, minimising job risks. In addition, the management of raw materials and technology used will affect the performance of employees. With a democratic leadership style, in addition to solving raw material and technology management issues, the management obtains much information from field employees to analyse the situation and solve any problems in the field. Also, management can motivate employees to work by prioritising quality and speed. The statement of Informant 1 supports this:

"Project managers and foremen, if there is no field control, do not know the field, and it will be difficult to provide solutions to workers in the field, so field management becomes urgent in carrying out our duties and obligations." (Informant 1).

The same statement was made by informant six as follows:

"Vendors can regulate their profession from the instruction manager project so that both parties must maintain good relations and communication. So vendors, foremen, and also project managers must master the field" (Informant 6)

3.3.4 Environmental Work

The work environment is essential for a job, especially construction work. For example, creating a harmonious atmosphere and relationship makes employees work comfortably and not feel burdened with every job. Thus, worker performance increases automatically. This was conveyed by four informants as follows:

"Your environment is the reason workers sometimes, sir. Usually if the connection is not good with co-workers, the work ends up not being optimal." (Informant 4).

Informant 5 stated the same thing as follows:

"A comfortable work environment and available facilities are keys for workers to be enthusiastic and work well. Apart from that, there is also a need for communication to be built for work between lines and workers." (Informant 5)

3.3.5 Human resources

Availability as well as quality of resources is critical in road construction. Each region has different qualities and resources. The availability of manpower varies from region to region. In certain areas, human resources are relatively limited; to overcome this, workers must be brought in from the surrounding areas. This was conveyed by Informant Seven as follows:

"Workers have special abilities. Stone workers work on concrete slabs and must be iso. Eating quality workers with father's workers needs to be considered when working in this cool profession, bro. " (Informant 7)

Informant 6 also stated the same thing narrowly as follows:

"I consider workers to have many advantages, but surely there is only one that becomes a specialisation or advantage because that advantage is the only material to be considered. If you do not have one, you have to bring in from other regions" (Informant 6)

3.4 The Effect of Leadership Style Applied on Road Construction Projections

Leadership style in building work can be seen in communication, decision-making, and delivery. Democratic leadership prioritises good communication and consultation, starting with project management, supervisors, and field workers. So that the success of minimising the risk of work can be completed. In addition, the democratic leadership style can also be measured by the ability of managers and foremen to motivate employees because strong motivational abilities enable employees to work loyally and well. Besides that, the ability of managers in terms of the skills or abilities they have is needed to be a solution to every problem. This is supported by statements from informants 1 and 8 as follows:

"How to lead work, which is an urgent factor in achieving the success of a profession, including coaching leaders. Mr. Democrats in this work tend to be more effective and efficient in implementing it." (Informant 1)

"The foreman is brilliant, listening to the opinion of the zinc workers; in my opinion, it is good, bro. When asked if you understand the conditions

in this field, you are right, your workers, at least the income of zinc, is smooth and builds work, daddy does not make things fast" (Informant 8).

4. Conclusion

Leaders are often seen as agents of change because they guide subordinates in making decisions, care for their colleagues, and create a comfortable work environment. This leads to agreeing to or following leadership and rules when employees feel satisfied and supported. Leaders who are accepted as work partners will trust their subordinates and have a sense of ownership of the duties and responsibilities of the organisation because their leadership style participates in this contribution. Make a positive and significant contribution. In our case study, they were effective in improving workforce project performance.

Based on the research results above, the points to be drawn from the research. The participant's leadership style positively and gradually affects employee performance; a project manager can demonstrate a participant's leadership style to improve performance. However, following each delegated task must be applied according to the previously issued agreement.

Active and influential participant leadership styles can influence employee motivation to improve performance. In addition, other determinants besides leadership style not addressed in the research also help influence employee project implementation schedules. Because we admit that the limitation of our research is that the scope of work is limited to one workplace, further comparative studies of the two leadership styles in different workplaces would be of value contribution.

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