

# The Worker Perception Toward Foreman Leadership In Construction Project

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# The Worker Perception Toward Foreman Leadership In Construction Project

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**Abstract:** Perception is the subject's view of assessing objects. Perception can be used as material for a person's assessment of objects and results in an assessment of exposure or data. Perception has good and bad results depending on the subject how to judge about the object. The method used to assess and analyze perceptions in this research is the triangular method and the field survey method through interview techniques. Based on these methods can produce results of the analysis to find out how the subject's perception of the object. Foreman leadership style has a big role in the continuity and success in a job, the perception of labor becomes a benchmark of success for a foreman to lead all labor.

**Index Terms:** construction project, foreman, informal labor, leadership style, local wisdom, perception,.

## 1. INTRODUCTION

At this time, quality improvement as well as incessant innovations are carried out to pursue national standardization which has become a benchmark of progress. Human resources are very important resources in project work, this is related to the performance that will be obtained to meet the achievements of the project activities. More human resources are referred to as labor is a vital part of project work because they are needed to meet project achievements and they are directly required to work on the project in a structured and time-limited manner and target. In order to fulfill the achievement targets in a construction work several aspects must be satisfy including the work environment, the nominal salary of labor, and the effective time of work. However, there are some aspects that many people often forget, namely local wisdom or local culture regarding the rules relating to all parts of the project. Some regions have different local wisdom depending on ethnicity and culture and region, and no less important is the role the foreman as a labor leader in a project. The factors that influence the uncertainty of the time of project work are work productivity, weather etc [1]. The foreman is the person who leads the labor or artisans and determines the direction of the quality of work that can be produced by the craftsman. In the field the foreman is the person who knows best and should know about the ins and outs of the artisan, including the quality of the responsibility of the craftsman, craftsman expertise, experience of the craftsman, suitability between the work and the wages received by the craftsman, moral ethics or craftsmanship, knowledge and technical competence of the craftsman, work ability and discipline.

## 2 LITERATURE REVIEW

### 2.1 Perception

Waidi [2] states that perception is an organizing process, the interpretation of the stimulus that received by organisms or individuals so that it becomes something meaningful, and is an integrated activity within the individual. Response as a result

of perception can be taken by individuals in various forms. The positive and negative, is like a file that has been neatly stored in our subconscious mind. The file will immediately appear when there is a stimulus that triggers it, there is an incident that opens it. Perception is the work of the brain in understanding or assessing something that happens around it [3].

### 2.2 Leadership Style

Leadership in organizations is directed to influence the people they lead, so they are willing to act as expected or directed by others who lead them [4]. Whereas, Rivai [5] states that Leadership Style is a set of characteristics that are used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader.

A leadership style that shows, directly or indirectly, about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates.

### 2.3 Local Wisdom

Local wisdom is the identity or cultural personality of a nation that causes the nation to be able to absorb, even cultivate a culture that comes from outside / other nations become their own character and abilities [6]. Alfian [7] defines that local wisdom is a way of life and knowledge and life strategies in the form of activities carried out by local communities in meeting their needs. Construction labor are preferred to become contract labor because they have independent time, so they can perform cultural rituals in people's lives [8]. In this research the project labor and personnel are dominated by the Javanese community because the project is located in Malang, East Java, so that the ethical order of social relations and values applied by the labor and all personnel applies a culture of socializing the Javanese community.

### 2.4 Java Wisdom as a Leadership Character

Long ago who called leaders are people who have power and authority. However, now with the progress and change of time, anyone can be called a leader from the president, party leaders, political figures, chairmen of organizations, teachers, even leaders in the family and so on. In the family, father and mother are also leaders, because it can be an example for children, families and surrounding communities in an effort to

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shape the character of children. According to Dimerman [9] the cultivation of character souls can be done anywhere in the home and school in accordance with their respective assignments. This study discusses the way a foreman leads a project. The foreman is the leader of a group of labor who do work. So that an honest, trustworthy and not arrogant leadership is needed to make the event a success. In the local wisdom of the Javanese community, the leadership of a leader is also regulated as a capable leader. Knowledge, skills and attitudes required by the leader's task. We can learn these skills and attitudes. A leader must also heed sublime advice as direction in leading. Everything must be realized in a real attitude, not just words to become the ideal dream leader. The real attitude of a leader reflects character.

## 2.5 Rules and recommendations in java traditional leadership

Abstinence means things that are inappropriate or improper to be done by a leader, so that the leader can carry out his duties as a mandate, so that in carrying out the mandate does not get obstacles and cause turmoil from his lead, so as to achieve his goals, useful life of the afterlife. The expressions of adigang, adigung, adiguna are often used by Javanese people. The phrase that contains advice so that a leader is not arrogant or arrogant As a Javanese who is very concerned with the character andhap asor or valley manah (humble), then it is not proper for a leader to have that arrogant and arrogant character. As a human who recognizes that life requires others, then one must stay away from the attitude of boasting strength, greatness of the body, and authority even though he is a leader. "Adigang", "adigung", "adiguna" is a warning to anyone who has strengths (strength, position, or power) so as not to behave arbitrarily towards others, especially towards small people [10]. As a person who has power, position, and power, a leader understands that all of these things are trustworthy that must be acted properly and carried out fairly. This research uses a qualitative approach because this research analyzes and describes the treatment and ability of the foremen of labor for personnel at the ITN 2nd Campus gate project and Malang National Vocational School building in increasing the loyalty of labor with the foreman obtained from words of interviews with research informants.

## 3 DATA ANALYSIS TECHNIQUE

The data analysis technique used in this study is interactive analysis. The process of this research as showed in Fig.1. The interactive analysis model has 4 components of analysis, namely: data collection, data reduction, data presentation, and drawing conclusions. According to Moleong [11] "Data analysis is the process of organizing and sorting data into patterns, categories and basic units of description so that themes and places of work hypotheses can be found as suggested by the data". Data analysis technique used in this research is interactive analysis. This model has 4 components:

- Data collection, i.e. collecting data at the research location by conducting observations, interviews, and documentation by determining data collection strategies that are deemed appropriate and to determine the focus of the data in the subsequent data collection process.
- Data reduction, namely as a process of selection, focusing, abstracting, transformation of rough data in the field directly, and continued at the time of data collection, thus data reduction begins when the researcher focuses

the research area.

- Presentation of data, a series of information organizations that enable research to be carried out. Presentation of data obtained by various types, networks, linkages of activities or tables.
- Conclusions, namely in the collection of data, researchers must understand and respond to something that is studied directly by arranging patterns of direction and cause and effect

## 6.1 Triangulation and purposive Sample

Triangulation is the most commonly used method of guaranteeing the validity of data in qualitative research. Triangulation is a technique for checking the validity of data by utilizing something other than the data for the purposes of checking data or as a comparison of the data. According to Sugiyono [12], Validity is "the degree of determination between the data that occurs in the object of research with the power that can be reported by researchers". There are several techniques that can be used to the validity of data :

- Triangulation techniques between data sources, data collection techniques, and data collection in this case the researcher will try to get colleagues or helpers in collecting data from residents in locations that are able to help after being given an explanation.
- Checking the correctness of information to the informants that have been written by researchers in research reports (member check).
- Will discuss and seminar with the theme of colleagues in the department of study learning (peer debriefing), including corrections under the supervisors.
- Extension of research time. This method will be taken not only to obtain more complete evidence but also to check the consistency of the informants' actions.

Purposive Sample The natural sampling technique of qualitative research is clearly different from the non qualitative one. The sample in qualitative research is not named respondents, but as a resource, or participants, informants, friends, and other informants in the study. The sample in qualitative research is also not called a statistical sample, but a theoretical sample because the purpose of qualitative research is to produce a theory. In qualitative research, the sampling technique used was purposive sampling and snowball sampling. As stated that purposive sampling is a sampling technique that uses certain considerations, certain considerations are that the informant is considered as the most knowledgeable and understand the situation and information in the field and the person knows best about what we expect, or maybe he is the ruler so will make it easier for researchers to explore taking data sources [12].

## 4 RESULT AND DATA ANALYSIS

### 4.1 Data Informant

The informant was taken from the information of the project supervisor who had been a P2PUTN foundation partner to be the provider of information about the percentage of growth in all foundation projects. The P2PUTN foundation project supervisor became a partner for more than 5 years and handled several foundation projects covering the construction and renovation of Malang National Middle School, Senior High School and Vocational School. In this study the project

supervisor provided information about the foremen working at the project site. The information from the following informants is used to determine the foreman who will choose the names of the labor to be asked for and the information taken by the researcher as research material to analyze the perception.

#### 4.2 Discussion

From the analysis of the informant's interview found several key theme factors why the labor in the National Vocational Project and the ITN Malang 2nd campus Gate project can provide positive perceptions for the foremen, these factors are:

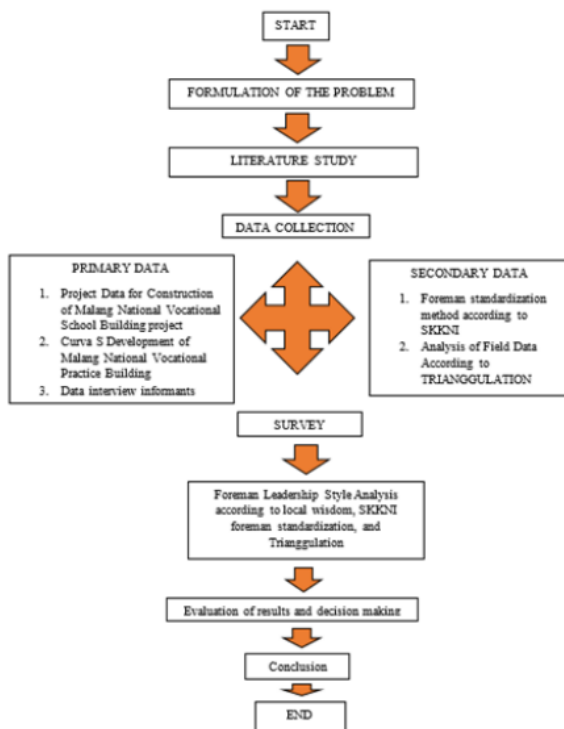


Fig.1. Research framework diagram

#### • Leadership model

Exemplary leadership is an example that deserves. Leadership model is a good attitude of leaders as a model. Many of these attitudes are stated from the informants' statements, namely:

- Assertive
- Discipline
- Patient
- Wise
- Humble
- Well
- Understand the situation
- Loyalty

Labor in both projects expressed that the foremen did not hesitate to provide all the needed facilities such as gasoline money, cigarette money, food allowances and benefits and health insurance. Being an Example (providing free direction and knowledge) being a successful foreman is not seen from the building products that have been bolted but the skills of the

labor are also worth observing. From the acknowledgment of one of the informants

*"The foreman also provided direction and input to us labor. And also if there is a problem, it must be solved with kinship, so there is no term "sleng" (incompatibility) between us and the foreman".*

The foremen often give knowledge and direction all of a sudden, the foremen are not reluctant to provide knowledge to their labor if there are difficulties.

#### • Risk Management

The foremen in both projects often impose deliberations and in resolving all problems that occur between labor, this familial way is an effective way to overcome problems that occur between labor, this is done to avoid conflicts between labor.

#### • Time management

Time management aspects are important in both projects, the accuracy of working hours, the discipline of working hours and the timely arrival of logistical materials are prioritized by the three foremen.

#### • HR Management (Human Resources)

The managerial factor of human resources is made as an important aspect by the three foremen, Petrus Foreman for example, he will not arbitrarily put people to install installations in a job at the National Vocational School, because in the electricity sector requires extreme accuracy in the process. The grouping of jobs according to their fields has been implemented appropriately by the three foremen, this forms a good perception of the labor towards the three foremen.

#### • The foreman as a servant

In this case the foremen give positive things to their labor, the foremen always give something that is needed by their labor, in terms of project logistics, for example the Sunarto foreman is always never late in providing the logistics material needed by his labor, and always ready to be prepared to fulfill what needed by the labor.

On the other hand the direction of the supervisor of the building owner (as the owner's right hand) is also prioritized by the foreman because this affects the quality and satisfaction of consumers or service users of the foreman.

#### 4.3 How can the foremen improve the performance of the construction labor of the National Vocational High School Malang and Renovation gate of ITN 2nd Campus to meet the project's achievement targets without leaving the local wisdom of the Javanese community?

The success of the foreman as a leader in a project is not based of his own ability and intelligence but from the ability of the foreman to integrate and adapt his leadership with local culture, this is indicated by the three foremen, field observations and interviews show the success of leadership patterns is very influenced by the philosophy of the leadership of the Javanese foreman, the informant argues that attitudes like giving in, not being annoyed, nurturing, being assertive and being arbitrary and giving examples are the things that these three foremen did.

**a. Kinship**

The concept of kinship can be seen from the behavior of the foreman who takes a personal approach such as guiding, advising, giving instructions, with subtle, soft words are a reflection of the Javanese style adopted by the three foremen. Being able to create a sense of comfort and respect and "Ngayomi" can improve performance from the labor.

**b. Persevere with a meaningful view of local wisdom**

Javanese traditional activities such as "Tasyakuran" and "Slametan" are believed to be something that besides having a positive effect on the environment and condition of the project site. this activity is carried out to ask for salvation from God Almighty and as a form of gratitude has been blessed with blessings from the Creator.

**c. Javanese Humble Nature**

The success of the foremen in directing labor in each research location because of implementing the role of a leader who gets the mandate so that if the message is carried out properly the labor will feel protected and will work well and sincerely to achieve the specified targets without feeling pressured and ultimately productivity and performance is increasing.

**5. CONCLUSION**

The research on labor perceptions of the Malang P2PUTN project foreman, it can be concluded that the foremen as project leaders succeeded in forming good perceptions and succeeded in providing psychological improvement to the labor by referring to leadership example, loyalty, time management, risk management, HR management, and foreman treatment which also served as servants for labor and service users. The success of the foreman in improving the performance of his labor is greatly influenced by the application of Javanese local wisdom culture that upholds a sense of kinship, survives with the meaning of Javanese local wisdom, and still prioritizes Javanese humble feelings. These factors make the foremen successful in shaping their perceptions and improving the performance of their labor.

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