

# Assessment Of The Foremen's Leadership Traits: Expected By Builders In Construction Projects

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# Assessment Of The Foremen's Leadership Traits: Expected By Builders In Construction Projects

Abadi Sanosra, Amri Gunasti

**Abstract:** Foremen is one of the very important resources in construction projects, because in addition to dealing with the organizational structure on top, also serves to coordinate and lead the structures underneath. This important role, leading to the organizational structure of construction projects will go well, when Foremen played its role as well as possible. One important role is Foremen leadership traits, to Builders. This research tested the z. Based on this research, using different test (z test)  $H_a$  accepted hypotheses, and hypotheses  $H_o$  rejected, either for z table 0:05, 0:01 and z table, for Foremen reliable indicator of 9.418, Foremen indicators Feel comfortable with the job as big as 9.318, indicators Foremen resolute that is equal to 8.231, indicator Insightful Foremen sharply by 7.754, indicator The Foremen can communicate well by 7.406, Foremen indicators focus on goals as big as 6.946, Foremen indicator can believed as big as 6.343, friendly Foremen indicator as big as 6.131. Figures obtained Z count of 8 (eight) indicators are still far from the value of the Z table, meaning that there is a very real difference the Foremen leadership traits, with the hope of Builders. for Indicator Foremen Suave, the alternative hypothesis ( $H_a$ ) is accepted and the initial hypothesis ( $H_o$ ) is rejected at 5% but the z table  $H_a$  is rejected and  $H_o$  received at z 0.01 table that is equal to 2.071, Meaning that there is no real difference between Foremen leadership traits, with the hope of Builders. As for the indicators Foremen believers are themselves,  $H_a$  is rejected and the hypothesis  $H_o$  received both for z tables 0.05, and z table 0.01 that is equal to 1.777, meaning Foremen leadership traits, in line with expectations Builders.

**Keywords:** Foremen, Builders, Leadership Traits, Hope

## 1. INTRODUCTION

Foremen is a human resources presence is very important in construction projects, because in addition to dealing with the organizational structure on top of both supervisors, site managers, project managers and so on until the highest structure, it also serves to coordinate and lead the structures that are below them is Builders and maid Builders. The role of this important cause organizational structure construction projects will run well when Foremen plays its role as well as possible. One important role is Foremen leadership traits, to Builders. Research on leadership qualities have been conducted, but so far only limited studies of Foremen, from the perspective of the boss or leader only very rarely do research on leadership traits Foremen, from the perspective of subordinates or Builders particularly the nature of leadership in line with expectations Builders. Good management requires that each item problem must be evaluated with the aim that the problem can be corrected item and developed from time to time, including the Foremen's leadership qualities. Foremen leadership qualities that will be examined in this research include nature trustworthy, able to communicate well, reliable, sharp-minded, confidence, focus on the goal, friendly, resolute, Suave, feel comfortable with the job. Tenth properties above the competencies required of Foremen that the organizational structure of the construction project can work well, especially the leadership traits Foremen, Builders line with expectations. During research on the Foremen put more emphasis on structural assessments thereon, so that input and evaluation is limited to the interests of the Foremen of the above structures, so it is less comprehensive.

To complete the studies already exist then the required research on Foremen, assessed by the underlying structure that is Builders, the Foremen leadership qualities, so the results of this research can be input for construction management in Indonesia in general and the town of Jember in general. MProblem which will be discussed in this research can be formulated as follows: How the assessment of leadership qualities Foremen, who is expected Builders in construction projects? Objective to assess the leadership attributes Foremen, who is expected Builders in construction projects

## 2. METHOD

This type of research can be classified in a comparative research. Comparative research that is comparing the presence of one or more variables of different samples or more than one. The population in this research is the Foremen in Jember. The sampling method in this research is incidental sampling (sampling technique based on chance) The data collected in research primary data. Primary data is the raw data Builders perceptions and expectations, the nature of leadership Foremen, Source Primary data in this research were obtained directly from respondents by distributing questionnaires (Not through an intermediary medium), which

Sources Primary data in this research is the Foremen, who was rated by Builders existing construction projects in the county Jember. To obtain primary data in research, the researcher using survey techniques by distributing questionnaires to the respondents, Builders craftsmen, to assess the Foremen on the construction project.

## 3. RESULTS AND DISCUSSION

Rate Foremen leadership traits implemented using a Likert scale of 1 to 5 with 1 criteria is very less, 2 is less, 3 is Enough, 4 is good, 5 is Very Good. Of distributing questionnaires to 42 Builders obtained Foremen leadership qualities smallest value average 2.929 and biggest 3.738, Leadership traits smallest value contained in Foremen

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indicators focus on the goal. The value of leadership traits contained in the two indicators Ability Foremen trustworthy and resolute.

**Table 1. Values Leadership Traits Foremen**

No.	Indicator	Foremen Leadership Traits
1	Foremen ability trustworthy	3.738
2	Foremen can communicate well	3.690
3	Foremen reliable	3.619
4	Sharp-minded Foremen	3.690
5	Confident Foremen	3.714
6	Foremen focus on goals	2.929
7	Foremen cares	3.714
8	Foremen resolute	3.738
9	Foremen friendly	3.714
10	Foremen feel comfortable with the job	3.738

Rate expectations Builders against Foremen leadership qualities were also carried out by using a Likert scale of 1 to 5 with 1 criteria is not expecting, 2 is less expecting, 3 is enough Expect, 4 are expecting, 5 is very expect. From distributing questionnaires to 42 builders expectation values obtained, the nature of the leadership of Foremen with the smallest value of the average 3.762 and biggest 4.452, Builders expected value, the nature of the Foremen leadership that is equal to 3.762, Foremen found on indicators focus on the goal. Builders expectation value, against the leadership traits Foremen, the biggest one in the amount of 4.452 contained in Foremen indicators feel as comfortable with work,

**Table 2. Hope Builders Against Foremen Leadership Traits**

No.	Indicator	Builders Hope
1	Foremen ability trustworthy	4.048
2	Foremen can communicate well	4.333
3	Foremen reliable	4.333
4	Sharp-minded Foremen	4.310
5	Confident Foremen	4.024
6	Foremen focus on goals	3.762
7	Foremen cares	4.238
8	Foremen resolute	4.429
9	Foremen friendly	3.905
10	Foremen feel comfortable with the job	4.452

When the gap is 0 (zero), the nature of leadership Foremen, Builders has been in line with expectations. When the gap is minus the Foremen leadership traits, not in line with expectations or below expectations Builders. When the gap is worth plus the Foremen leadership qualities in line with expectations Builders or exceeded expectations. Results of research on leadership traits Foremen shows that the gap between the dimension of perception and expectation is negative on all indicators. These results indicate that the nature of leadership Foremen, Builders has not met expectations. The biggest gap found in Foremen indicators focus on goals, namely as big as -0.833, The smallest gap found in Foremen confidence indicator is equal -0.167, These results suggest that the nature of leadership Foremen, still far short of expectations for indicators Foremen Builders focus on the

goal, while the Foremen confidence indicators, nearing Builders expectations.

**Table 3. Gap Between Expectations Leadership Traits Overseer and Builders**

No.	Indicator	gap
1	Foremen ability trustworthy	-0.310
2	Foremen can communicate well	-0.643
3	Foremen reliable	-0.714
4	Sharp-minded Foremen	-0.619
5	Confident Foremen	-0.167
6	Foremen focus on goals	-0.833
7	Foremen cares	-0.524
8	Foremen resolute	-0.690
9	Foremen friendly	-0.190
10	Foremen feel comfortable with the job	-0.714

4 standard deviation is a measure of statistical distribution of the most prevalent. In short, it measures how spread out data values. It could also be defined as the average distance of deviations of data points measured from the average value of the data. Standard deviation is defined as square root variance, Standard deviation is a non-negative number, and have the same units as the data. For example, if the data is measured in units meter, Then the standard deviation is also measured in meters anyway. In statistics, the data area is between +/- 1 standard deviation will be around 68.2%, the data area is between +/- 2 standard deviation will be around 95.4%, and the data area is between +/- 3 standard deviation will be around 99.7%.

**Table 4. Standard Deviation Hope Builders**

No.	Indicator	Standard Deviation
1	Foremen ability trustworthy	0.421
2	Foremen can communicate well	0.611
3	Foremen reliable	0.650
4	Sharp-minded Foremen	0.643
5	Confident Foremen	0.745
6	Foremen focus on goals	0.957
7	Foremen cares	0.726
8	Foremen resolute	0.667
9	Foremen friendly	0.297
10	Foremen feel comfortable with the job	0.669

The above table is the standard deviation Builders expectations, while the standard deviation Foremen leadership traits can be seen in Table 4.5.

**Table 5. Standard Deviation Foremen Leadership Traits**

No.	Indicator	Standard Deviation
1	Foremen ability trustworthy	0.316
2	Foremen can communicate well	0.562
3	Foremen reliable	0.491
4	Sharp-minded Foremen	0.517
5	Confident Foremen	0.607
6	Foremen focus on goals	0.777
7	Foremen cares	0.553
8	Foremen resolute	0.543
9	Foremen friendly	0.596
10	Foremen feel comfortable with the job	0.496

The quality of each indicator can be determined by dividing the votes Builders leadership traits and expectations. Best



quality value is 1 (one) or more. Statistical calculations indicate that the indicator has the highest value contained in the indicator to 5, the confident Foremen in the amount of 0.959, while the lowest quality indicator found on the 6th, the Foremen focus on the goal by 0.778. This indicates that most of the Foremen leadership qualities, already approaching Builders expectations.

**Table 6. Quality Between Hope Builders and Foremen Leadership Traits**

No.	Indicator	Quality
1	Foremen ability trustworthy	0.924
2	Foremen can communicate well	0.852
3	Foremen reliable	0.835
4	Sharp-minded Foremen	0.856
5	Confident Foremen	0.959
6	Foremen focus on goals	0.778
7	Foremen cares	0.876
8	Foremen resolute	0.844
9	Foremen friendly	0.951
10	Foremen feel comfortable with the job	0.840

Hypothesis testing using z, where z value arithmetic varied range of 1.777 until 9.418, The z value is highest count indicator 6th namely Foremen focus on the goal, while the lowest is the value of z calculated for indicators of Foremen confidence.

**Table 7. Comparison Values count Z and Z tables**

No.	Indicator	Z count	result
1	Foremen ability trustworthy	6.343	**
2	Foremen can communicate well	7.406	**
3	Foremen reliable	9.418	**
4	Sharp-minded Foremen	7.754	**
5	Confident Foremen	1.777	ns
6	Foremen focus on goals	6.946	**
7	Foremen cares	6.131	**
8	Foremen resolute	8.231	**
9	Foremen friendly	2.071	*
10	Foremen feel comfortable with the job	9.318	**

From table 7 is known that Based on the results of hypothesis testing using different test (z test) Ha accepted hypothesis and hypothesis Ho refused either to z and z tables 0.05 Table 0.01 for Foremen reliable indicator of 9.418, Foremen indicators are comfortable with the job as big as 9.318, indicators Foremen resolute that is equal to 8.231, indicator Insightful Foremen sharply by 7.754, indicator The Foremen can communicate well by 7.406, Foremen indicators focus on goals as big as 6.946, indicators Foremen trustworthy as big as 6.343, indicator Foremen cares as big as 6.131. Figures obtained z count of 8 (eight) indicators are still far from the value of the z table meaning that there is a very real difference the Foremen leadership traits, with the hope of Builders. Indicator Foremen Suave, hypothesis Ha received and hypotheses Ho rejected at 5% but the z table hypothesis Ha is rejected and the hypothesis Ho received at z 0.01 table that is equal to 2.071, Meaning that there is no real difference between Foremen leadership traits, with the hope of Builders. As for the indicators Foremen believers are themselves hypotheses Ha is rejected and the hypothesis Ho received both for z tables 0.05 z and 0.01 that is equal to 1.777, meaning

## Foremen leadership traits, in line with expectations Builders.

### 4. CONCLUSION

From the results of a research of 10 (ten) indicators of leadership traits assessed by Builders Foremen concluded that:

1. Reliable Foremen indicator, Z count as big as 9.418, Foremen indicators are comfortable with the job as big as 9.318, indicators Foremen resolute that is equal to 8.231, indicator Insightful Foremen sharply by 7.754, indicator The Foremen can communicate well by 7.406, Foremen indicators focus on goals as big as 6.946, Foremen indicator can believed as big as 6.343, indicator Foremen cares as big as 6.131. Figures obtained Z count of 8 (eight) of these indicators are still far from the value of the Z table meaning that there is a very real difference the Foremen leadership traits, with the hope of Builders.
2. Friendly Foremen indicator that is Z count as big as 2.071, Meaning that there is no real difference between Foremen leadership traits, with the hope of Builders.
3. Confident Foremen indicator, Z count as big as 1.777, meaning **Foremen leadership traits, in line with expectations Builders.**

### 5. ADVICE

To be 8 (eight) indicators that have a predicate there is a very real difference the Foremen leadership traits, with the hope of Builders, ie Foremen reliable, Foremen feel comfortable with the job, Foremen resolute, Sharp-minded Foremen, Foremen can communicate well, Foremen focus on goals, Foremen ability trustworthy, Foremen cares, be in line with expectations Builders it is suggested that the Overseer service users and authorities provide training to Foremen.

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