

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP OF PROJECT MANAGERS AND FOREMEN ON THE SUSTAINABILITY OF CONSTRUCTION COMPANY SUCCESS

LUKMAN HAKIM<sup>1\*</sup>, HERU KURNIANTO TJAHOJONO<sup>2</sup> and IKA NURUL QAMARI<sup>3</sup>

<sup>1, 2, 3</sup> Doctor of Management Study Program, Universitas Muhammadiyah Yogyakarta, Indonesia.  
\*Corresponding Author Email: Lukman.hakim.psc20@mail.umy.ac.id

## Abstract

This research is a literature study that examines the transformational leadership of project managers and foremen on worker performance for the sustainable success of construction companies. This study aims to analyze the influence of project management leadership and foreman's leadership on the success of building construction projects. The research method used in this study is a qualitative descriptive method. The data used in this study is qualitative and categorized into primary and secondary data. Sources of data obtained through library research techniques (library study) refer to sources available online and offline, such as scientific journals, books and news sourced from trusted sources. The study result concludes that project managers have advantages in organized and structured work system. Each individual has been assigned neatly defined work portions and responsibilities. However, it has the disadvantage of limited personal communication due to a formal working relationship. While the leadership style of the foreman who runs an informal working relationship provides the advantages of direct verbal communication with a broader range of communication to even the lowest level of workers.

**Keywords:** Transformational Leadership, Project Manager, Foreman

## INTRODUCTION

Every construction project continuously varies from one to another. Furthermore, some problems are complex enough to require expertise in construction management to produce optimal products. These skills include managing existing resources to achieve satisfactory performance.

Many firms recognize that "their greatest asset is the people who work on the project" (Butler and Chinowsky, 2006), and selecting the correct team members is critical. The project leader has a significant impact on the organization's internal operations and the development of positive external collaboration ties. Open and honest communication, collaborative decision-making, and risk allocation are all concepts that project leaders can use to strengthen subordinates' commitment to project organizations (Lok and Crawford, 2004; O'Connor, 2009).

Furthermore, project directors can intuitively perceive distinct participant traits and subsequently affect project outcomes based on their cognition and emotional strength (Nzekwe-Excel et al., 2010; Li et al., 2013). Many academics suggest that project manager leadership has a significant impact on project performance (Müller and Turner, 2007; Yang et

al., 2011; Kasapolu, 2013). As a result, project managers can achieve good project performance through effective leadership (Khosravi, P., 2020).

Leadership is an essential part of management. The leaders of construction companies must be able to plan, execute and manage a construction project by overcoming all the obstacles it raises. The leader's primary role is influencing others to achieve the goals set (Erviyanto, 2005, p. 185). Groups of workers work according to their respective sub-tasks of their respective jobs and expertise, usually brought and headed by a foreman. In the modern system, the position of the foreman is equivalent to that of a project manager. However, both have different leadership style characteristics that will undoubtedly affect workers' performance for the construction company's success. Every leader must have a different leadership style. There are many types of leadership styles, but what is discussed in this paper focuses on the leadership styles inherent in supervisors and project managers.

This study aims to analyze and compare the leadership of project managers and foremen to workers' performance for the sustainable success of construction companies.

## LITERATURE REVIEW

### Sustainability of Construction Company

Construction application sustainability can experience problems. Increase delivery of construction products sustainability is a problem for the most part developing countries (Aghimien et al., 2019). The research results suggest several major obstacle to success in the application of sustainable principles to construction development, including: additions project development costs (Opoku & Ahmed, 2014; Karunasena et al., 2016; Aghimien et al., 2019), lack of interest from project implementers construction (Djokoto et al., 2014; Aigbavboa et al., 2017), low public awareness and lack of knowledge about the benefits of construction sustainable way (Opoku et al., 2015; Azeem et al., 2017; Aghimien et al., 2019), and uncertainty behind understanding the concept of sustainable construction (Goel, 2019). For that, roles and responsibilities are needed together with the Government, construction service providers and community in supporting practice implementation sustainable construction in Indonesia. Transformational Leadership Style. Transformational leadership style occurs when leaders and followers are related to each other so that they are able to mutually increase their motivation and morality (Burns adapted by Bimo: 2011). Transformational leaders try to raise awareness among followers by directing them towards higher ideals and moral values. Transformational leaders make followers more sensitive to the value and importance of work.

Kerzner (1995) explains that the criteria for project success are in accordance with time, cost and performance. But according the development of the criteria modified as follows: in accordance with the set time, according to the cost, the performance produced at a certain level, accepted by the client, according to the agreed quality, without affecting the performance of the clan changing the corporate culture (developing honesty in the field for better results).

## **Transformational Leadership in Project Managers**

The term transformational leadership is built from two words, namely leadership and transformational. The term transformational comes from the word to transform, which means transforming or changing something into another, different form. Although the study of transformational leadership styles is not entirely new, most authors revolve around old theories, highlighting several leadership styles, such as democratic, authoritarian, quasi-democratic, situational and others.

There are four elements that underlie transformational leadership, namely as follows: (1) Idealized Influence - Charisma, namely providing insight and awareness of the mission, arousing pride, and cultivating respect and trust in his subordinates. (2) Inspirational Motivation, namely growing high expectations through the use of symbols to focus efforts and communicate important goals in a simple way. (3) Intellectual Stimulation, namely increasing intelligence, rationality, and thorough problem solving. (4) Individualized Consideration, namely giving attention to, fostering, guiding, and training each person specifically and personally (Pidekso and Harsiwi, 2001: 3).

Transformational leadership in the project manager has characteristics that show charismatic, eliciting behavior inspirational motivation, provide intellectual stimulation and treat employees with individual attention. The transformational leadership factor is an interdependence unit to build the vision of the organization.

## **The Unique Role of Foreman in Project Implementation**

A foreman must understand exactly how many workers are needed to carry out the project that has been agreed with the project owner. Taking into account the workload and construction time targets, the foreman must determine the number of workers carefully and precisely. The wider the development area, of course, requires more and more workers as well. The selected workers usually have experience in the field of construction and development. After the workers are determined and carried out a briefing regarding the development project and the division of tasks. The foreman will supervise the performance of the workers directly in the field. Pins, you can look for a foreman directly in the construction area. The foreman will definitely work directly in the field to supervise the workers and become a solution seeker when problems occur during the construction process. With so many workers employed with varying abilities in the construction field, the foreman must be careful when assigning tasks to the workers. Do not let people who are skilled in the field of woodwork be placed in jobs related to iron. After the workers are given their respective tasks according to their abilities, the foreman must also consider which field work or construction falls into the development priority category. The purpose of this foreman's task is for the construction process to run smoothly and be completed on time.

Designing the Development Process Schedule, when knowing the target time for the project, the foreman will make a schedule for the construction process and also a work plan. Schedules and work plans are made at the beginning of the construction process and become standard or instructional tools for workers.

## METHODS

The research method used in this study is a qualitative descriptive method. The data used in this study is qualitative data, which is categorized into two types: primary data and secondary data. Data sources are obtained through library study techniques that refer to online and offline sources such as scientific journals, books and news sourced from reliable sources. These sources are aggregated on a discussion basis and linked from one piece of information to another. The data collection techniques used in this study were observation, interview and research. These data are analyzed, and then conclusions are drawn.

## RESULTS AND DISCUSSION

The success of a construction project depends on several factors, one of which is the competence of the project manager. Personality, characteristics, skills and leadership styles also have a lot of impact on project outcomes (Sayles and Chandler, 1971; Ashley et al., 1987; Gharehbaghi and McManus, 2003; Nguyen et al., 2004).

Effective leadership is essential to the success of a construction project. The main task of the project manager is to provide competent leadership throughout the construction project (Gharehbaghi and McManus, 2003). Basically, a project can be categorized as a successful project, that is, a project that is able to be completed on time, within budget, and is able to meet the quality that results in customer satisfaction (Morris and Hough, 1987; Tukul and Rom, 2001). One of the effective leadership styles implemented in leading a construction project is the transformational leadership style. Transformational leadership styles occur when leaders and followers are related to each other so that they are able to raise each other's motivation and morality (Burns, 1978). Transformational leaders try to raise awareness of the para-follower by directing it to higher moral ideals and values. Transformational leaders make followers more sensitive to the value and importance of work. The characteristics or traits of transformational leaders are as follows:

1. Able to make risk decisions wisely
2. Trustworthy and sensitive to the needs of his subordinates.
3. Be able to reveal the core of the values that are his code of conduct.
4. Flexible and open to learning from experience.
5. Have cognitive skills and analyze problems with earnestness.
6. As a carrier of visions who believes in his intuition.

The success of a sustainable project is of course not only influenced by the role of a leader, but there is also the role of performance of workers who are able to meet all the targets set by the leader. In order to create a stable synergy in the mutual relationship between leaders and workers, good communication skills are needed. Because smooth communication is able to be a good bridge in connecting the parties involved in the project.

## **Project Manager Leadership**

A Project Manager is someone who is chosen to be responsible for activities during project management for the benefit of the Company and a core figure in achieving the success of a construction project and the most influential factor in the success of a project manager on project management. According to the PMBOK Guide Fifth Edition, the success of a construction project is the result of project manager competence and maturity in the project management organization. Likewise, according to PMCDF – second edition, that the success of the construction project is strongly influenced by the competence of the project manager.

Based on literacy studies, the project manager study category focuses on the study of competence, selection, leadership, personality, and peran. Among the studies on project managers, competencies/competencies attract the most research attention. For example, Crawford (2000) conducted research on the general study of how to profile competent project managers. Clarke (2010) conducted research on 24 competency elements selected from the Project Manager Competency Development Framework and streamlined those 24 elements into four types of competencies namely communication, teamwork, attention, and conflict management. Bredillet et al. (2015) secara generally provide definitions as well as assessment approaches to see "what is a competent project manager" reviewed based on an Aristotelian perspective, in his research he believes that project managers must be able to act 'wisely' and 'correctly' or perform 'good' actions to be competent. In addition, According to Cheng et al. (2005) in construction presented a competency-based model for the performance of project managers to answer "what makes project managers say good?" in the UK, there are twelve competencies that must be possessed by a competent project manager, namely having an orientation of achievement, initiative, information seeker, focused on client needs, has an impact and influence on the group, is able to give direction, teamwork or cooperation, team leadership, analytic thinking, conceptual thinking, good self-control, and has flexibility. Ahadzie et al. (2008) in the steps of developing competency-based construction areas for the performance of construction project managers in developing the country, covering four competency tasks (cognitive ability, expertise in work, task proficiency, and experience) and two contextual competencies (dedikasi on work, and interpersonal facilitation).

Based on the explanation above, the role of the project manager includes team building, knowledge management, and innovation management, creating customer satisfaction and managing organizational change. Nevertheless, more importantly, a construction project manager has several roles to play, such as decision maker, safety coordinator, organizer, team worker, motivator, planner, process controller, inspector, diplomat, quality coordinator, facilitator and communicator, and all the roles assumed by the construction project manager will be able to be carried out depending on personal maturity and conditions in the field. (Sommerville dkk. 2010).

The role of a project manager in leading the construction field has a great influence on the formation of a good work environment. But in field practice, what no less has a big hand in the success of a project is the performance of the field workers. The better the performance of workers in the field, the success index of a project also increases. Therefore, a project manager

has an important role in influencing the motivation of each worker. In addition, the good communication skills of a project manager in the team will greatly affect the healthy intra-organizational relationship and are expected to be able to influence the success of a project on an ongoing basis.

Communication research in terms of scientific effectiveness is a guide for a manager during the process of an activity in solving problems including conflicts between team members, critical evaluation of certain situations and certain outcomes (Ten, 2017). While in the scope of project management according to Zulch (2014) Communication is the basis of project management because communication integrates cost, quality, scope to achieve the quality of the products produced. Communication is needed to communicate effectively across all three areas of quality and time costs known as part of the project's constraints. Thus it is very close and fundamental the relationship between communication and the management of a project. This is supported by the opinion of Samakova et al, (2016) that Communication is the key to achieving effective project management.

Ten (2017) M conducted a study that examines what internal communication factors are most important in supporting the success of a project. From the study, it was found that there were 12 factors, namely:

- 1) Clarity (comprehensive content and structure well).
- 2) The information conveyed can be trusted
- 3) Periodicity (intensity of communication),
- 4) Conciseness of its contents (synthetic and clear way of conveying information)
- 5) Time (reasonable deadlines and suitability of positional changes)
- 6) Language ( common language, understood by everyone)
- 7) Formalities (adoption of formal models and templates for communication)
- 8) Feedback (criticisms, proposals, comments, ratings)
- 9) Completeness (availability of data is all required),
- 10) Saving (has access to the previous data),
- 11) Transparency (after everyone is involved and aware of the task)
- 12) Security (confidentiality).

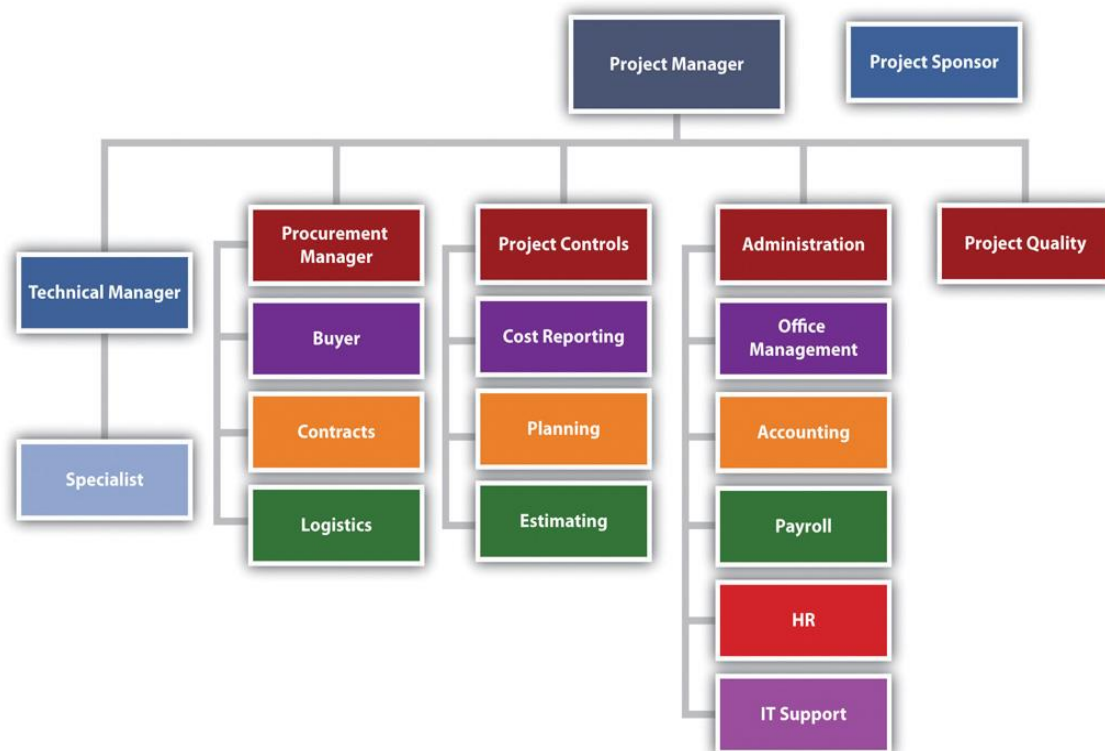
When it comes to organizational communication in a project, clarity of messaging and speed of feedback are important. This is because a message can be said to be effective when the feedback given by the communicant (message recipient) matches the expectations of the communicator (messenger). In practice a project manager has different ways of communicating with the foreman towards the workers. Project managers use more formal language that tends to be rigid because they are bound by professional relationships at work. Thus limiting the closeness between workers and project managers, but on the positive side it produces a structured work system and more organized communication relationships that occur in the organization. A project manager must have good skills in operating technological devices that support communication to make it easier to convey. An understanding of technology gives a project manager flexibility in communicating with field workers. As one example, social media can be used as a means of communication that is quite effectively used, because of the ease of



accessing it so that the communication that occurs is easily conveyed and effective. The statement is based on the metode for communicating which includes methods: written, electronic, oral, visual, nonverbal (Dow & Taylor, 2010). Qusef & Ismail (2016) distinguish media for communication traditionally and socially. Traditional communication tools include: the use of hard copies, phone calls, voicemails, emails, meetings, and websites. While social media communication tools include: whatsapp, facebook and other social media.

Managing governance with leadership held by a project manager will certainly be more structured. This is based on the main duties of a competent project manager including building a team with good intra-organizational relationships, being able to manage resources, both physical and knowledge resources, being able to manage ideas and creating innovations, having a focus on the main orientation of a project, namely bringing together quality and customer knowledge and being able to manage well all changes in conditions occurring in the organization. But last but not least, a construction project manager must also be able to carry out several roles at once such as wise and fast decision makers, acting as a coordinator who ensures the safety of workers, dividing the team effectively, being able to be a motivator thus affecting the enthusiasm and performance of workers, work planing planners, facilitators and implementers of communication that is structured based on the organizational system of the position.

**Figure 1. Construction Project Organization Structure**



Based on figure 1, it can be understood that there are two types of workers in the organizational structure, namely permanent workers and freelancers. Permanent workers are members of a permanent organization and are the main part of the running of the organizational system of a project-owning enterprise. A project manager is in charge of several divisions that have duties and responsibilities that have been structured according to their respective divisions. The flow of communication is also more structured because each division has a leader who bridges the manager's communication with each division member. Project managers basically have no limitations in reaching communication even at the bottom, but on the contrary, the bottom divisions such as field workers have limitations in communication initiatives with project managers.

### **FOREMAN LEADERSHIP**

Theoretically, the status of foreman in a construction project work organization is described by Schneider (1986), the status of foreman in the industrial bureaucracy is obvious. The foreman is part of the management and members of the line organization. Friedman and Sullivan included this foreman in the corporate supervision group (Manning, 1996:5). However, that theoretical picture in the construction industry, as well as other industries, has become blurred. Mandor in the bureaucracy of the construction industry occupies a non-fixed position. This also makes the role of foreman a unique role, because it is a position that is difficult to categorize as an employer or laborer.

The foreman's working relationship with his working group is informal and direct, in the sense that the relationship is formed on the basis of an ideal relationship, knows each other, is more personal and has nothing to do with the formal situation. The foreman verbally commands and arranges everything that the laborers or subordinates must do, as well as between the handyman and his servant. The relationship between foremen and workers is almost always more than just a matter of superiors and subordinates, although it does not rule out the possibility of resentment or anger. If a foreman is impersonal, rude or may be late and does not even pay the workers' wages, then it is not surprising that the attitude of the workers to him will be aggressive and hostile. The relationship of foremen and laborers in large and formal enterprises may be different, as it concerns the interests of many people with different socio-cultural backgrounds. Although it is more complex in nature, informal relationships such as friendly relationships or humorous relationships can still arise between people who have not had any social relationships before. In such situations informal relationships have their own rules of the game as well.

With direct and informal communication flows, the foreman's leadership model is able to provide ease of initiative in communication from both parties, both foreman communication to handyman workers under his leadership, and vice versa. This communication system allows the dissemination of information to be transmitted to each individual worker directly without any obstacles.



By running a foreman leadership system, a foreman is not required to have a holistic understanding experience of the use of technological devices that support communication. Because infield practice, the communication that occurs between foremen and workers is direct and traditional communication. As for devices such as telephones by means of voice calls that are more often used to communicate over long distances. This is done because of the limited understanding experienced by handyman workers who are not all able to operate smartphone devices, so that communication on social media is considered less effectively applied to the foreman leadership work system.

Based on figure 1, it can also be understood that the foreman and all workers under him are workers who are categorized as non-permanent workers, this explains that the labor relationship that occurs between the project owner and the foreman has a predetermined period of time according to the completion of the project being carried out, therefore the foreman has absolute authority over the management of the workers under him according to the type of leadership they use. The work system that occurs is usually based on direct instructions from the foreman to the worker, so that both from command to work supervision can be more easily monitored and supervised until it meets the work target and is able to succeed the project according to the time conditions agreed upon by the project owner and foreman.

The flexibility of direct oral communication that occurs between the foreman and the workers below can be said to be better than the project manager and his subordinate divisions, this is because the communication between the foreman and the worker worker is more informal and not bound by the rules but still prioritizes courtesy and mutual respect. The flexibility of direct oral communication also makes it easier for foremen to be able to reach each worker to the bottom level, so that worker performance monitoring can be carried out as much as possible.

## CONCLUSION

Based on the results of the explanation of the leadership styles of the project manager and foreman above, there can be found some quite contrasting differences between the leadership styles of the project manager and the leadership of the foreman. This is certainly influenced by several factors such as differences in the scope of work handled so that different ways are needed to handle it. There are differences in the working relationship between the leader and the subordinate. The informal working relationship implemented by the foreman with his subordinates creates a work environment that is so close personally that direct oral communication that occurs in the field by a leader, namely the foreman, is better able to reach each worker to the lowest level. This informal communication also facilitates from the side of workers who get convenience in communication initiatives regarding work-related matters to the foreman. With a good communication flow, it can minimize work errors and be able to increase the success of the project being worked on. Meanwhile, the formal working relationship implemented by the project manager creates a more structured work environment that occurs between the leader and his subordinates occurs between the manager and the leader of each division as a representative, so that the range of oral communication directly to each worker is limited. A foreman is not required to have good skills in operating communication

support technology, this is because direct oral communication is more dominant in the field of work. Meanwhile, a manager is required to have the ability to operate communication support technology to facilitate communication with varied media choices that are effective in facilitating the flow of information to be conveyed. The final conclusion of the transformational leadership comparison of project managers and foremen is that project manager leadership is superior in terms of leadership to a well-organized and clearly structured work system that each individual has been assigned with a neatly organized portion of work and work responsibilities. However, it has the disadvantage of limited personal communication range due to formal working relationships. Meanwhile, the leadership style of foremen who carry out informal labor relations provides advantages in terms of direct oral communication with a wider range of communication to the lowest level of workers. With a well-organized work system in terms of project manager leadership and good communication that occurs under the leadership of the foreman, it is hoped that it will be able to increase the success of the project.

## References

- ❖ Ahadzie, D.K., Proverbs, D.G., Olomolaiye, P., 2008. Towards developing competency-based measures for construction project managers: should contextual behaviors be distinguished from task behaviors? *Int. J. Proj. Manag.* 26 (6), 631–645
- ❖ Anantatmula, V.S., 2010. Project manager leadership role in improving project performance. *Eng. Manag. J.* 22 (1), 13–22.
- ❖ Ashley, D.B., Lurie, C.S. and Jaselskis, E.J. (1987). Determinants of construction project success. *Project Management Journal*, 18(2): 69– 79.
- ❖ Bredillet, C., Tywoniak, S., Dwivedula, R., 2015. What is a good project manager? An Aristotelian perspective. *Int. J. Proj. Manag.* 33 (2), 254–266.
- ❖ Budiman, A. (2010) : Profil Soft Competencies Jabatan Mandor dan Penilaian Mitra Kerja Mandor Proyek Konstruksi di DKI Jakarta dan Kota Bandung, Tesis Program Magister Manajemen dan Rekayasa Konstruksi, ITB, Bandung-Tidak dipublikasikan.
- ❖ Burns, J.M. (1978). *Leadership*. New York: Harper & Row.
- ❖ Butler, C.J., Chinowsky, P.S., 2006. Emotional intelligence and leadership behavior in construction executives. *J. Manag. Eng.* 22 (3), 119–125.
- ❖ Cheng, M., Dainty, A.R.J., Moore, D.R., 2005. What makes a good project manager? *Hum. Resour. Manag. J.* 15 (1), 25–37.
- ❖ Clarke, N., 2010. Emotional intelligence and its relationship to transformational leadership and key project manager competences. *Proj. Manag. J.* 41 (2), 5–20.
- ❖ Crawford, L., 2000. Profiling the competent project manager. *Proceedings of PMI Research Conference*, 21–24 June, 2000, Paris, France, pp. 3–15.
- ❖ Crawford, L., Nahmias, A.H., 2010. Competencies for managing changes. *Int. J. Proj. Manag.* 28 (4), 405–412.
- ❖ Dipohusodo, I. (1996) : *Manajemen Proyek & Konstruksi*, Jilid 2, Kanisius, Yogyakarta.
- ❖ Dow, William P. M. P., & Taylor, B. 2010. *Project management communications bible*. Vol. 574. John Wiley & Sons.

- ❖ Ervianto, Wulfram I., 2005, *Manajemen Proyek Konstruksi*, Yogyakarta: Andi Offset 2005.
- ❖ Garna, Judistira. 1984. *Kualitas Manusia dalam Industri Konstruksi*, Bandung : Magaplan Development Services.
- ❖ Gharehbaghi, K. and McManus, K. (2003). *Effective construction management. Leadership and Management in Engineering*, 3: 54–55.
- ❖ Ireland, L.R., 1992. *Customer satisfaction: the project manager's role*. *Int. J. Proj. Manag.* 10 (2), 123–127.
- ❖ Jonathan, S. (2006). *Metode Penelitian Kuantitatif dan Kualitatif*. Graha Ilmu.
- ❖ Khosravi, P., Rezvani, A., & Ashkanasy, N. M. (2020). *Emotional intelligence: A preventive strategy to manage destructive influence of conflict in large scale projects*. *International Journal of Project Management*, 38(1), 36-46.
- ❖ Li, T.H., Ng, S.T., Skitmore, M., 2013. *Evaluating stakeholder satisfaction during public participation in major infrastructure and construction projects: a fuzzy approach*. *Autom. Constr.* 29, 123–135
- ❖ Lok, P., Crawford, J., 2004. *The effect of organizational culture and leadership style on job satisfaction and organizational commitment: a cross-national comparison*. *J. Manag. Dev.* 23 (4), 321–338.
- ❖ Manning, Chris et al. 1996. *Struktur Pekerjaan, Sektor Informal dan Kemiskinan di Kota*, Yogyakarta : Pusat Penelitian Kependudukan UGM.
- ❖ Morris, P.W.G. and Hough, G.H. (1987). *The Anatomy of Major Projects – A Study of the Reality of Project Management*. Chichester: John Wiley & Sons.
- ❖ Nguyen, L.D., Ogunlana, S.O. and Lan, D.T.X. (2004). *A study on project success factors in large construction projects in Vietnam*. *Engineering, Construction and Architectural Management*, 11(6): 404–413.
- ❖ Nzekwe-Excel, C., Nwagboso, C., Georgakis, P., Proverbs, D., 2010. *Integrated framework for satisfaction assessment in construction sector*. *J. Eng. Des. Technol.* 8 (2), 168–188.
- ❖ O'Connor, P., 2009. *Integrated Project Delivery: Collaboration Through new Contract Forms*. *Faegre and Benson*, p. 23.
- ❖ Project Management Institute. (2007). *Project Manager Competency Development (PMCD) Framework Second Edition*. Newton Square, Pennsylvania: Four Campus Boulevard.
- ❖ Project Management Institute. (2013). *A Guide of Project Management Body of Knowledge (PMBOK Guide) Fifth Edition*. Newton Square, Pennsylvania: 14 Campus Boulevard.
- ❖ Qusef, A., & Ismail, K. 2016, July. *Social media in project communications management*. In *2016 7th International Conference on Computer Science and Information Technology (CSIT)* (pp. 1-5). IEEE.
- ❖ Rante, Monika., 2013, *Analisis Pengaruh Karakteristik Individu Terhadap Prestasi Kerja Para Tukang Pada Proyek Konstruksi, Tugas Akhir FT.UAJY*.
- ❖ Samáková, J., Šujanová, J., & Špírková, M. 2016. *Utilisation and Improvement of the Initialisation of Project Communication Processes During the Management of Projects in Industrial Enterprises in Slovakia*. *Research Papers Faculty of Materials Science and Technology Slovak University of Technology*, 24(37), 63-72.
- ❖ Sarjono, Haryadi, and Winda Julianita. "SPSS vs Lisrel." *SalembaEmpat*. Jakarta (2011).
- ❖ Sayles, L.R. and Chandler, M.K. (1971). *Managing Large Systems: Organizations for the Future*. New York: Harper& Row.
- ❖ Schneider, Eugene V. 1986. *Sosiologi Industri*, New Delhi : Aksara Persada-Tata McGraw Hill Pub.Co. Ltd.
- ❖ Shin, S.J. and Zhou, J. (2003). *Transformational leadership conversation and creativity: Evident from Korea*.

Academy of Management Journal, 46(6): 703–714.

- ❖ Sigit Yunanto. 2010. Indikator Gaya Kepemimpinan, <https://www.scribd.com/doc/275237967/Indikator-Gaya-Kepemimpinan>. Diakses pada tanggal 26 Agustus 2017.
- ❖ Sommerville, J., Craig, N., Hendry, J., 2010. The role of the project manager: all things to all people? Struct. Surv. 28 (2), 132–141.
- ❖ Sukaratha, G., Yansen, I W., Diputra I G. (2008) : Analisis Kinerja Mandor Dalam Menerapkan Manajemen Kualitas Pada Proyek Pembangunan Nusa Dua Golf Resort Kawasan BTDC – Nusa Dua, Bali
- ❖ Ten, Y. 2017. Social Media as an Internal Communication Tool in Project Management Practices: Exploring an Impact of Social Media Use on Employee Communication in Small and Mediumsized Companies in Uzbekistan.
- ❖ Zed, M. (2008). Metode Penelitian Kepustakaan. In Yayasan Obor Indonesia.
- ❖ Zulch, B. G. 2014. Communication: The foundation of project management. Procedia Technology, 16, 1000-1009.