

# Training Need Analysis Construction Project Management Leadership

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**Abstract.** This study aims to analyze training needs that can improve managerial capabilities in construction projects. The subjects of the study are construction actors and *stakeholders* involved in construction project management. Data collection techniques are carried out through questionnaires and interviews. The analysis technique used is a descriptive analysis technique. Research results that leadership influences the success of construction projects in terms of *cost*, quality and time. The results of the questionnaire showed 42.9 percent agreed that cost-appropriateness, quality and time were influenced by leadership style and 57.1 percent strongly agreed. The required training model is construction project management leadership skills training .

**Keywords:** Training, leadership; management; projects; construction .

## INTRODUCTION

In the context of industrial progress, the management of industrial activities requires management that is efficient, accurate, economical, integrated, fast, consistent, thorough and safe to achieve the expected results. Managing large-scale and complex projects requires proven methods, quality resources and the application of scientific knowledge in accordance with the latest developments in the related field. Management, as a scientific discipline, varies in scale and end result, depending on the size of the project. The same basic management principles can produce different results depending on differences in culture, experience, environment, social and economic conditions, the character of human resources, and the ability to master these principles. In construction project management, many factors must be considered to achieve project objectives, including cost, quality, and implementation time. Management functions which include planning, organizing, procuring personnel, leadership, and controlling are key to the success of construction projects.

Construction projects currently play an important role in economic growth, both in the private and government sectors. The large budget allocated by the government for construction projects each year is intended to support government service facilities.

However, the management of construction projects by the government becomes critical if they are not managed well, potentially causing various problems.

In line with study [1], who investigated connection between project manager skills ( *Technical Skills, Human skills, Conceptual Skills, Political and Social Skills* ) and project performance dimensions ( *Project Cost and Project Time* ). *Hard skills* that include technology ability, background, industry knowledge, and project experience. The results of the analysis found that risk management capabilities have a significant relationship with project cost and time performance. It is recommended to select project managers with an appropriate skills profile or focus training and development programs on skills that are closely related to project success.

[2] Project is something important mechanisms by which organizations start change in support plan strategic in a way whole . Project success contributes to business goals, short-term financial stability, and long-term growth. It needs to be understood that many factors influence project success, including individuals, teams, leadership, it is hoped that a project manager has the ability to control these things in order to optimize project success.

Furthermore [3] disclose that *Transformational Leadership, Transactional Leadership, Full Range Leadership, Servant Leadership, Contextual Leadership, Safety Specific Transformational Leadership and Charismatic Leadership* is style leadership practiced on the project construction . Different leadership styles produce different consequences on project construction performance and achievements. Project managers need to use different leadership styles at different stages of the project cycle. Leadership is not a "One size fits all" concept. The success of any project-based organization depends on the leadership style practiced by the leaders. The success of the project depends on the manager's leadership style. Leadership style is viewed as a combination of traits, characteristics, skills and behavior.

Based on literature and observations, it can be concluded that various problems in construction project management are significantly related to managerial functions and the roles and responsibilities of project leaders. The first problem is ineffective planning. Insufficient planning can result in delays, technical specification errors, and excessive budget expenditure. This shows the importance of comprehensive and realistic planning in project management. Second, budget constraints are also a major problem. Inadequate budgets often prevent project completion on time or according to predetermined specifications. This emphasizes the importance of careful and efficient financial management in construction projects. Third, a lack of effective communication can have a negative impact on the project. Poor communication can lead to misunderstandings, inter-team conflict, and delays. Therefore, good communication skills are a critical aspect of project leadership. Fourth, problems with the quality of the final output are also a concern. Low quality not only gives rise to complaints from customers but also harms the company's image and results in additional costs for

repairs. Fifth, work safety issues are a top priority in construction projects. Work accidents can be avoided by implementing strict safety standards. Sixth, the environmental impact of construction projects cannot be ignored. Failure to consider environmental impacts or breach of regulations can cause serious problems. Seventh, the legal implications of every problem that arises in a construction project require special attention. Violations of the law can have serious legal consequences for the company. As a solution to these problems, managerial training in implementing construction projects is very important. Leadership training based on construction project management must cover various important aspects such as team leadership, budget management, quality assurance, and communication with stakeholders. This training model is based on the principle that a project leader must be able to manage all aspects related to the project. This confirms that effective leadership and good management are the keys to achieving project goals and ensuring overall project success.

## **LITERATURE REVIEW**

### **Training Theory**

Training is instructional or experiential For develop patterns behavior somebody in field knowledge Skills or attitude For reach expected standards \_ [4]. Activity training more emphasis on improvement knowledge , expertise / skills , and attitudes participant about How carry out work certain . According to [5] Training (training) is education period short who uses procedure systematic and organized so that power non-managerial work learn knowledge and skills technical For objective certain In the book "Training strategies from start to finish" it is stated ([6] that in implementation training can explored from dimensions the steps , trainers , and methods . Training process in a way general done through two approaches , namely approach accept (receptive) used as phase diagnostic or more known with designation "bottom-up" approach , and approach instructions (directives) used as phase instructional or called with "top-down" approach .

### **Training Based Competence**

Competence According to [7] competence is characteristics individual who can showed like knowledge , skills and behavior personal like leadership . Competence explained by [8] as traits , behaviors , and characteristics that cause successful performance . [9], [10], [11]\_ state that competence is consisting abilities \_ from device related behavior \_ but different origin \_ of and show the underlying construction of the so - called intent , which is context - oriented [11].

Competency-based training is an approach that aims to improve individual skills and knowledge in accordance with existing job demands. In this context, competency-based training not only provides knowledge, builds skills, or improves attitudes, but also guides participants in developing skills in carrying out appropriate duties and responsibilities. with field work carried out ( [12]. This training process includes the

stages of planning, implementation, evaluation and follow-up, which aim to ensure that training participants obtain existing competencies \_ designed [13]

Principle in implementation of CBT according to [14] is as following : *Meaningful, best practice ; acquisition of learning ; flexible and recognizes senior learning ; Not time based ; appropriate assessment ; on-going monitoring and evaluation ; standard consistency ; Learning accreditation*

### **Definition of Leadership**

According to [15], [16] leadership is ability For influence something group to direction achieved objective . Whereas definition leadership according to [17] is ability influencing people towards achieving goals, a leader must master leadership character theories, namely theories related to: (1) looking for personality, (2) social, and (3) physical or intellectual characteristics that distinguish leaders from non-leaders. . *Leadership is and art* , leadership is an art, therefore leadership cannot be separated from the style and character of the leader himself.

In the book *Leadership: Theory and Practice*, Ninth Edition , it was stated by Northouse, (2021) that leadership is the process by which an individual influences a group of individuals to achieve a common goal.

### **Leadership Style**

[19] Introduce three style different leadership . \_ Employees who work with leaders with a democratic style show high levels of satisfaction, creativity, and motivation; work with great enthusiasm and energy regardless of the presence or absence of a leader; maintain a better relationship with the leader, in terms of productivity whereas, leaders with an autocratic style primarily focus on a greater quantity *of outcomes* . *Laissez faire* leadership is only considered relevant when leading a team consisting of highly skilled and motivated people based on an excellent track record in the past .

[20] identify two styles leadership additions that focus on effectiveness leadership . The researchers argue that the most important variables are consideration (concern for people and relationship behavior) and initiating structure (concern for production and task behavior). The consideration is based on the amount of trust and interaction that arises from a leader to his subordinates. Meanwhile, on the other hand, the initiative structure reflects the extent to which the leader's structure directs and interprets his own role along with the role of his subordinates because they have a participative role in organizational performance, profits and mission achievement. Different researchers propose that there are three types of leaders namely autocratic, democratic and *laissez-faire* . Autocratic leaders make decisions without involving subordinates, let subordinates make decisions and therefore do not take a real leadership role other than taking a position are characteristics of *laissez-faire leaders* and democratic leaders access their subordinates and then take their decisions.

The most famous leadership theories are the transformational and transactional leadership theories put forward [21]. It is defined that transformational leadership occurs

when one or more people engage with others in such a way that the leader and followers raise their level to a higher level of motivation and morals.

### **Construction Project Management**

According to [22] Management is A the art and science of planning, organizing, drafting, directing and supervising human resources to achieve predetermined goals. With the aim of obtaining good technical methods and methods so that limited resources obtain optimal results in terms of accuracy, speed, savings and comprehensive work safety. Siswanto & Salim (2020) disclose that management process on project construction consists from stages following *Planning*, namely Planning must made with careful, complete, integrated and with level minimal errors; *Organizing* is Identification and grouping types work, as well delegation authority and responsibility answer personnel and laying base for relationship between each element organization. *Implementation* is the implementation of the plans set by carrying out the actual physical or non-physical stages of the work until the final product is in accordance with the targets and objectives that have been set; *Controlling* is a stage that aims to ensure that the program and work rules that have been set can be achieved with the minimum deviation and the most satisfactory results.

### **RESEARCH METHODS**

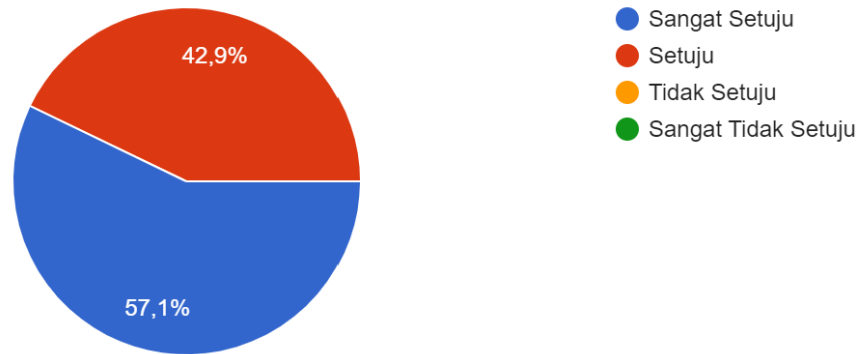
*needs analysis* (TNA) stage is:

1. Conduct a literature review, which covers the managerial competencies of construction actors, basic concepts and training development models.
2. Design and validate a training needs analysis questionnaire instrument
3. Conduct field studies to government agencies and construction projects as research targets;
4. Analyze the results of literature reviews and field studies.

Research subjects are construction actors involved in the construction services business or construction project users. Meanwhile, the research object is construction actors in the South Sulawesi province area. Data collection techniques in the field can be done through observation, questionnaires and interviews.

### **RESULTS AND DISCUSSION**

The results of the training needs analysis (TNA) obtained from literature studies show that leadership style has a strong influence on the success of construction projects. From the questionnaire distributed, answers from 14 (fourteen) respondents showed that 42.9 percent agreed that cost, quality and time accuracy were influenced by leadership style and 57.1 percent strongly agreed.



From the results of interviews with construction actors consisting of Budget Users/Project Owners, Commitment Making Officials/Project Managers, Implementers/Contractors, Consultant Planners/Supervisors, *Procurement Specialists* regarding the implementation of construction projects involving them with more than 5 (five) years of experience , data was obtained that most of them were not implemented on cost, quality, and time due to field conditions and availability of resources (tools, materials, labor), design changes, and implementation times that were not well designed. This shows that leadership or managerial skills are needed that can overcome these problems. So it is concluded that the training model needed is leadership competency-based training.

## **CONCLUSION**

A training needs analysis has been carried out and it was found that the accuracy of cost, quality and time is influenced by the leadership model/style so that a form of leadership competency-based training or managerial in management project construction .

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