

## Foreman Performance Motivation Factors Analysis in Construction Projects

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### ABSTRACT

Work motivation for workers in a project can be considered simple and can also be a complex problem, basically humans are easy to motivate by giving what they want. Furthermore, motivation is a process a step for someone to take action due to physical and psychological deficiencies or in other words encouragement shown to fulfill certain goals. If this condition does not occur, it will reduce work motivation and will result in decreased worker performance. This research aims to determine the level that influence the motivation of construction foremen and analyze the motivational factors that influence motivation of construction foremen. The method used by researchers was by distributing questionnaire to foremen who were used as respondents for construction project research in Pangkep, as well as conducting interviews with three or four project foremen. Based on the research results, it was found that 5 factors most influence on the motivation of construction project foremen in Pangkep Regency in general, namely 23 motivation factors, there are 5 factors that have the most influence on the motivation of construction foremen in general, namely: (1) adequate wages/salaries, (2) good workplace facilities, (3) payment received on time, (4) Good relationships with fellow workers, (5) good work direction program.

**Keywords:** Foreman, Motivational Factors

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## INTRODUCTION

Human resources are one of the important aspects that need to be considered in carrying out construction work, where a construction work can run well if the existing human resources have good performance. In this case, there are many factors that influence a person's performance in carrying out construction work, one of which is motivation. Work motivation has an important role in the process of implementing a construction service from the start of the project to the completion of the project. The motivation that exists in a person is the driving force that creates a behavior to achieve the goal of self-satisfaction. People often think that work motivation can be generated if they receive good and fair rewards, but the reality is that even though they have been given good rewards, their work is not optimal. The implementation of a construction project can proceed well, one of the supporting factors is the motivation and enthusiasm of existing human resources, so that the success of a project in terms of discipline and time can be realized. Worker performance greatly influences the work productivity of a construction project. Every activity carried out by a person is driven by a power within

that person, this driving force is called motivation. Work motivation for workers in a project can be considered simple and can also be a complex problem, because basically humans are easy to motivate by giving what they want. According to Luthans (2006), motivation is a process as the first step for someone to take action due to physical and psychological deficiencies or in other words, it is an encouragement shown to fulfill certain goals. If this condition does not occur, it will reduce worker work motivation and will result in decreased worker performance. In this research, we present the results of identifying motivational factors that influence the performance of construction workers as well as the existing conditions faced by workers and the conditions they expect and the object of study is housing development projects in CV. Construction Ambassador for the Cendana City Region, Pangkajene District, Pangkep Regency to find out what factors influence work motivation on the foreman's performance on the project.

## **LITELATURE REVIEW**

### **Motivation**

Motivation comes from the word motivation from the Latin word "movere" which means encouragement or driving force. This motivation is only given to humans, especially to subordinates or followers. Motivation is about how to encourage subordinates' passion for work, so that they are willing to work hard by giving all their abilities and skills to realize the company's goals, but most importantly they are willing to work hard and have the desire to achieve optimal work results. Based on some of the definitions above, motivation can be defined as a very important problem in every effort of a group of people who work together to achieve organizational goals. The problem of motivation can be considered simple because basically humans are easily motivated, by giving them what they want.

### **Factors that Influence Motivation**

Motivation arises due to two factors, namely factors from within humans and factors from outside humans. Factors within humans (called internal motivation) include attitudes, education, personality, experience, knowledge and ideals. Meanwhile, factors outside the human self (external motivation) are in the form of a superior's leadership style, someone's encouragement or guidance, and the development of the situation (Wursanto, 2000: 131). The factors influencing motivation are: a. Need The need sometimes arises because of the motivation of the foreman himself and this is supported by the company b. Objective The foreman has a goal in working, namely to achieve the goal and this is the motivation for the foreman to work better. c. Attitude The foreman needs to learn how to work for a job so that it becomes a foreman's motivation for the company that evaluates him. d. Ability Every individual foreman has the ability to work and has the ability within himself to be able to support a company

### **Motivation Models**

Quoted in the Malay book S.P Hasibuan (2009:165) motivation models influence worker performance: a. Traditional model, in the traditional model, motivating subordinates to increase their passion for work is done with a material incentive system for employees who perform well. The more you achieve, the more rewards you receive.

So motivate subordinates to get incentives (money or goods) only. b. The human relations model suggests that motivating subordinates to increase their passion for work is done by recognizing their social needs and making them feel useful and important. As a result employees gain some freedom, decision making and creativity. in doing his work. By paying attention to employees' material and non-material needs, their work motivation will also increase. c. The Human Resources Model suggests that employees are motivated by many factors, not just money/goods or the desire for satisfaction, but also the need for achievement and meaningful work. According to this model, employees tend to gain satisfaction from good work performance. Employees do not perform well because they feel satisfied, but rather are motivated by a broader sense of responsibility to make decisions in carrying out their duties. So according to this human resources model, motivating subordinates is done by providing strong responsibilities and opportunities for them to make decisions in completing their work. A person's motivation to work will increase if they are given trust and the opportunity to prove their abilities.

### **Foreman Leadership**

Leadership literally comes from the word lead which contains the meaning of directing, building or managing, guiding and also showing or influencing. Meanwhile, the foreman's leadership is skill in his strengths, especially in the field of construction projects, so that he is able to organize the craftsmen to work together on the project as specified (Soeharto, 2001).

## **METHOD**

### **Location and Time of Research**

The objects targeted in this research are the workforce on all construction projects for the National Land Agency BPN office which are being carried out by the CV Duta Construction company whose address is Cendana Village, Pangkajene District, Pangkep Regency. specifically the foreman (as the supervisory party), and the craftsman (as the party who is the target of the foreman's supervision) who also act as respondents. The research will be carried out at CV Duta Construction, whose address is Cendana Village, Pangkajene District, Pangkep Regency, on all building construction projects that are currently underway, namely: the BPN National Land Agency building construction project.

### **Types and sources of data**

The data used in this research is primary data, namely data obtained by field surveys using all original data collection methods (Kuncoro, 2013). Primary data in this research was obtained from the results of questionnaires and direct interviews in the form of respondents' responses to a number of questions. This data is then converted into numbers according to predetermined criteria. According to Ferdinand (2006), a questionnaire is a list of questions that includes all statements and questions that will be used to obtain data, whether done by telephone, letter or face to face. Data Collection Methods According to Sugiyono (2012), data collection techniques are the

most important step in research, because the main aim of research is to obtain data and to answer the research problem formulation. The data collection technique used in this research was carried out by visiting respondents directly and distributing questionnaires that were ready to be filled in by first requesting the respondents' willingness to participate. In this research, data collection was carried out using questionnaires taken from respondents to obtain data. Data collection in this research was carried out by distributing this questionnaire containing a list of questions that would be answered by respondents. Respondents will be asked to answer consciously and without coercion in accordance with their opinion to measure answers from research respondents using a Likert Scale with the following details: 1. Number 1 = Very Unnecessary (STP) 2. Number 2 = Neutral (N) 3. Number 3 = Necessary (P) 4. Number 4 = Very Necessary (SP).

### Data Analysis

The method used in this research is quantitative. Where in this method, comparing a problem and analyzing data and things related to numbers and calculation formulas are used to analyze the problem being researched (Bani Ahmad Saebani, Research Methods). This research produces quantitative data, so statistics is the main tool for measurement, evaluation and research. Statistics is a set of mathematical techniques for collecting, organizing and interpreting numerical data used to produce quantitative data in this research is a questionnaire. After the researcher collects data, both from the research location and from other literature, the data is marked as ready to be managed. Quantitative data itself can be obtained from the results of distributing questionnaires. Data processing was carried out using Microsoft Excel. By using Microsoft Excel, which is specifically for finding the average of each respondent's answer, we then obtain factors that greatly influence worker motivation on construction projects in Pangkep Regency based on ranking order. The operational definition of each of these variables will be explained as follows:

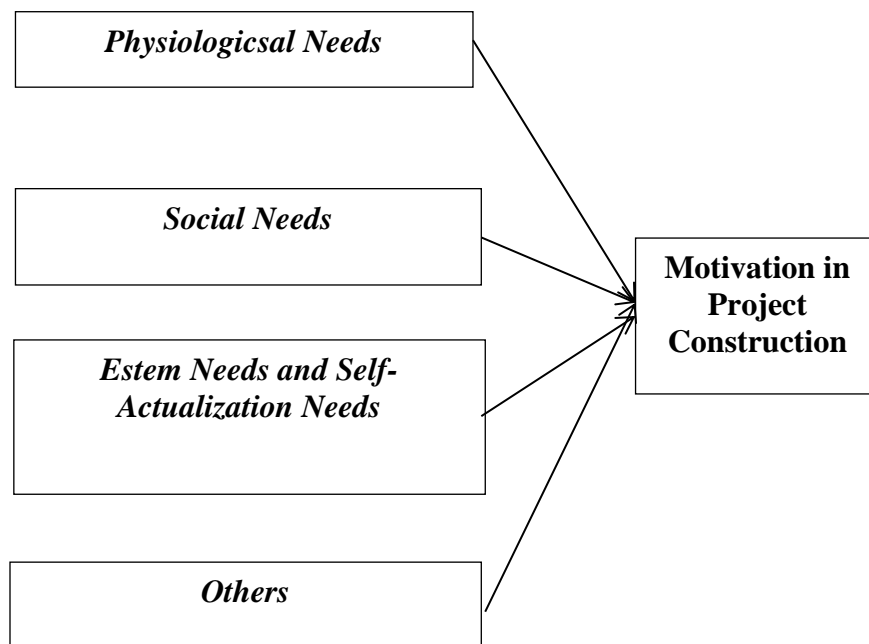


Figure 1. Motivation in Project Construction Concept

## **FINDING AND DISCUSSION**

### **Characteristics of Respondents**

Based on the respondent profile data in table 4.1 who are classified into the gender groups above, the number of male respondents is 15 people or in percentage form it is 100%. Meanwhile, the number of female respondents was 0 people or in percentage form 0%. If we look at the large number of respondents, more male respondents are foremen than female respondents because work in the field is dominated by men. Then the following is the respondent profile data based on the type of work which consists of job groups, namely grocery sellers, Based on the profile data of respondents who fall into the job type groups above, the number of respondents based on their position as PM is 3 people or in percentage form is 17%, while the number of respondents whose position is as supervisor is 4 people or in percentage form is 28%, while the number of respondents who have the position as executor is 2 people or in percentage form is 13%, while the number of respondents whose position is logistics is 3 people or in percentage form is 17%, while the number of respondents whose position is as drafter is 2 or in the form the percentage is 13%, while the number of respondents whose position is surveyor is 1 person or in percentage form is 12%. If you look at the comparison of the data on the number of respondents above, the largest number of respondents are the respondents who have the most types of positions, namely supervisors with 4 people.

### **Average Respondents' Answers to the Foreman's Work Motivation**

Of the 15 respondents, there were 9 respondents who answered that adequate wages/salaries were a very influential factor on worker motivation with an average value of 3.40 and other respondents answered "influence/necessary" which stated that sufficient wages/salaries had an influential level. towards the foreman's work motivation, then there were 2 respondents who answered "less influential/neutral" towards the foreman's work motivation Of the 15 respondents, there were no respondents who answered "No influence" and "Very little influence" on sufficient wages or salary on the foreman's work motivation. From the results of interviews with sources, Akb and RH were of the opinion that wages on work motivation in the foreman's work had a huge influence on the amount, because sufficient wages provided by the company could influence the foreman's performance in carrying out his work. b. Good living facilities Based on the results of data processing in table 4.1 and figure 4.1 which were processed in Microsoft Excel, it is known that the highest general average value for the foreman's work motivation is the same as adequate wages or salaries, namely good living facilities with an average value of The highest average was 3.40. The results of interviews with AS and N stated that one of the things that motivates work on the foreman's performance is a decent or good place to live, because when the worker or foreman is given a good place to live, the worker or foreman will also be more enthusiastic in carrying out his duties. Of the 15 respondents, there were 8 respondents

who answered that good living facilities were one of the factors that greatly influenced the motivation of workers/foremen after providing decent wages. The data results show that data facilities have an average value of 3.40 and other respondents answered "influence/necessary" which states that sufficient wages/salaries have an influence on the foreman's work motivation, then there were 3 respondents who answered "less influential /neutral" towards the foreman's work motivation. Of the 15 respondents, there were no respondents who answered "No influence" and "Very little influence" on sufficient wages or salary on the foreman's work motivation. From the results of interviews with sources, Akb and RH were of the opinion that wages on work motivation in the foreman's work had a huge influence on the amount, because sufficient wages provided by the company could influence the foreman's performance in carrying out his work.

c. Good work program direction Based on the results of the data processing above, it can be seen that one of the highest motivation factors is good work program direction, because of the 15 respondents, 10 respondents answered "Very influential" good work program direction on worker motivation, then 2 respondents answered "Influential" directing a good work program towards worker/foreman motivation. Only 1 respondent answered "Low influence" good work program direction on worker motivation, then 2 respondents answered "No influence" good work program direction on worker motivation and no respondents answered "Very no influence". The average value of good work program direction can be seen in table 4.1, namely 3.55, meaning that respondents answered more "Very Influential". So directing a good work program is one of the factors that greatly influences the motivation of construction workers/foremen. Because good work program direction is given, the foreman will feel that he is being given more attention and therefore will be more motivated in carrying out his duties. The results of an interview with one of the respondents stated that the wrong motivation for workers/foremen in carrying out their duties was directing a good work program. Because when the leader provides good program direction, the worker/foreman feels that his work is cared for or feels appreciated for every job he does.

d. Payment Received on Time Of the total number of respondents (15 respondents), 7 respondents had the opinion that payment received on time was "very influential/very necessary" on worker motivation, then 5 respondents had the opinion that payment received on time was "influential/necessary" on worker motivation/ the foreman and 3 respondents had the opinion that payment received on time had "less influence/neutral" on worker motivation. There were no respondents who had the opinion that payment received on time had "no influence" and "very little influence/very unnecessary" on worker motivation.

### **Analysis of Need Level Factors**

The ranking from Figure 2, of these need factors is in accordance with Maslow's needs theory, where physical needs are still the main needs of construction workers, after these physical needs are met then they are followed by other needs such as security & safety needs, social needs, and other needs. for appreciation and finally the need for identity.

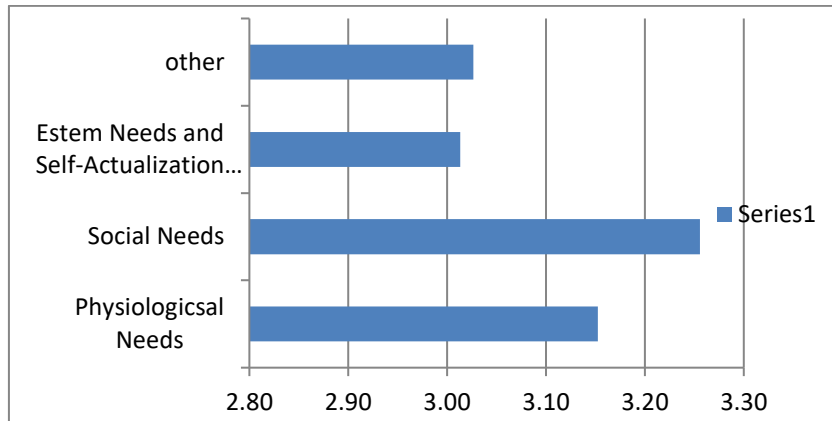


Figure 2. Need Level Factors

Based on the data above, the results of the analysis show that Social Needs is in first place with an average value of 3.26, second place is occupied by Physiological Needs (Physical Needs) with an average value of 3.15, third place is occupied by other needs (others) with an average value of 3.03. And fourth place is occupied by Safety & Security Needs and Self-Actualization Needs with an average value of 3.01.

Based on the results of data analysis carried out in Microsoft Excel, it is known that the highest general average value for foreman work motivation is sufficient wages or salaries with the highest average value of 3.40. Of the 15 respondents, there were 9 respondents who answered that adequate wages/salaries were a very influential factor on worker motivation with an average value of 3.40 and other respondents answered "influence/necessary" which stated that sufficient wages/salaries had an influential level. towards the foreman's work motivation, then there were 2 respondents who answered "less influential/neutral" towards the foreman's work motivation. Of the 15 respondents, there were no respondents who answered "No influence" and "Very little influence" on sufficient wages or salary on the foreman's work motivation. The researcher's analysis shows that wages have a huge influence on work motivation in foreman work, because sufficient wages provided by the company can influence the foreman's performance in carrying out his work. Then the factors that influence the work motivation of the foreman are good workplace facilities. This can be seen from 15 respondents, there are 8 respondents who answered that good living facilities are one of the factors that really influence the motivation of workers/foremen after providing decent wages. Furthermore, there is a wrong motivation for workers/foremen in carrying out their duties, namely directing a good work program. Because when the leader provides good program direction, the worker/foreman feels that his work is cared for or feels appreciated for every job he does. Based on the respondents' answers, the average value of payment received on time was 3.33, so it can be concluded that payment received on time is a factor that greatly influences worker motivation. Apart from sufficient wages, the payments they receive must also be well scheduled. As Martin (2007) said, salaries and wages received by workers must be given on time because if they are not on time it will cause a feeling of dissatisfaction and anger among the workers/foremen, this will result in reduced work productivity. One of the factors that motivates workers or foremen in carrying out their work is the existence of good

relationships between workers/foremen. Because good relationships will result in good cooperation as well as building harmonious relationships between workers/foremen. This harmonious relationship can influence the motivation of each foreman/worker in carrying out their duties.

Based on the results of data processing on the factors that most dominantly influence the foreman's work motivation, namely adequate wages/salary and timely payment of salaries, because when the salary paid is sufficient for himself and his dependents, the foreman/worker will be more motivated in carrying out his duties and will be more active. . Furthermore, when it is time for pay, the person in charge of the project must pay the salaries of the foremen on time. Because the timeliness of salaries paid to foremen can affect the foreman's work motivation.

## **CONCLUSSION**

Based on the results of research conducted by researchers on the work motivation of foremen on construction projects, it can be concluded that Of the 23 motivation factors, there are 5 factors that have the most influence on the motivation of construction project foremen in general, namely: (1) adequate wages/salary, (2) good workplace facilities, (3) payment received on time, ( 4) Good relationships with fellow workers, (5) good work direction program. The most dominant factors influencing the foreman's work motivation are adequate wages/salary and timely payment of wages, because when the salary paid is sufficient for himself and his dependents, the foreman/worker will be more motivated in carrying out his duties and will be more active. Furthermore, when it is time for pay, the person in charge of the project must pay the salaries of the foremen on time. Suggestions The suggestions that can be given from this research are: 1. It is hoped that this research can be a reference for further research, especially regarding the motivation of construction project foremen. With this research, it is hoped that the construction project side will measure the motivation level of construction workers periodically so that the project can continue to monitor the performance of construction foremen because this is also related to worker productivity and achievement of project goals. In further research, it is recommended that research be carried out on a smaller scale, such as a case study on just one project, so that this motivation can be researched again not only in foremen but also in all positions or levels of expertise on construction projects.

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