Analysis of Project Manager Leadership Style at Construction Companies in Jabodetabek

Muhammad Irham Fauzan[1]*, Azaria Andreas[1]

[1] Department of Civil Engineering, Pancasila University, Jakarta Selatan, Indonesia
Muhammad.irham99.mif@gmail.com

Abstract. The development in the construction sector is multiplying from time to time. This can be seen from the high level of development of economic centers such as malls and markets, as well as infrastructure development such as bridges, highways, MRT, LRT, and others. Changes in a better direction than before continue to occur. This can be seen in developing structures and building models that are more efficient and comfortable to use.

For this reason, the factors in the construction industry need to be developed. One of these factors is leadership style. Based on this, this study analyzed the leadership styles used by project managers and team leaders. This research is quantitative research using a questionnaire with a Likert scale. Based on the analysis of leadership styles commonly used by project managers and team leaders, they are divided into four levels. The first is democratic, with a score of 26. The second level is charismatic and transactional, with a score of 24; then the fourth level is laissez-faire and transformational, with a score of 20; and the last level is authoritarian, with a score of 19.

Keywords: Construction, Leadership, Project Manager, Quantitative

1   Introduction

Today, the development in the construction sector is proliferating from time to time. This can be seen from the high level of economic development centers such as malls and markets, as well as infrastructure development such as bridges, highways, MRT, LRT, and others. Changes in a better direction than before continue to occur. This can be seen in developing structures and building models that are more efficient and comfortable [1]. For this reason, important factors in construction projects need to be considered and continue to be developed to support future development. One of them is the leadership factor in construction projects.

Leadership is a leader's ability to make decisions, a sense of responsibility, confidence, and command over his group [2]. The role of leadership is often a determinant of whether or not an organization is running because,without leadership, an organization will move without a clear direction, which impacts the success rate of task completion.

A leader can influence an individual or an organizational group to achieve the goals that have been determined in accordance with the organization's goals. The role of the leader often goes unnoticed, even though, in reality, the change of leader often changes the Performance of a unit, agency, or organization. Construction projects have a central leader, namely the project manager. Each project manager has a leadership style in leading their projects. Some have an open and participatory style, while others are assertive [5].

Leadership style is the primary key to the Performance of a unit, agency, and organization. Therefore, understanding and using certain leadership styles in appropriate situations can be an alternative to maximizing employee performance. Conversely, if the leadership style used needs to be more appropriate, this can decrease employee productivity and morale. Because of these things, the project manager's leadership style towards his employees has a significant impact and is quite complex, so it is interesting to analyze and study.

1.1   Leader And Leadership

Leaders have a central role in an organization because they are the ones who have responsibility for the success or failure of an organization [2]. Chaniago, in his book, says that a leader can influence other people or groups to do one or more jobs to the maximum based on the work set in accordance with organizational goals[2]. A person can be a leader with visionary thinking and the ability to influence people to achieve the expected goals. Leadecrucialip is a key success factor in any activity that involves collaboration in groups or individuals. The

construction of lead significanty important role. Munns and Bjeimi emphasize that the success or failure of project management is highly dependent on the leadership of the project leader [3]. In an international study of leadership in the construction industry, Prince (2009) said that all transformational factors, such as charisma, inspirational motivation, intellectual stimulation, and individual con, considerations are important. However, Price continues that transactional factors, contingent rewards, Management by exception, and active and passive, are critical to the effectiveness of any leadership.

1.2   Project Manager

The project manager has a major role in a construction project. In this sense, the project manager is required to have the right to determine the resources and position of his group and the right to make agreements on the project. The project manager is also required to be involved and demonstrate his abilityto assess a resource [13].

The construction process consists of 5 management processes, namely initiation, planning, implementation, monitoring, and closure [14]. The main function of the project manager is to coordinate activities in the project management process with various team members to ensure that they perform the right task at the right time [18]. A project manager needs to ensure that those working on the project havethe appropriate knowledge and resources to complete the responsibilities assigned to them [14]. A project manager has very important goals, such as setting achievable and effective goals, monitoring and controlling construction projects, and ensuring project success within budget and timeline. The general activities of a project manager consist of administering, advising, assisting, budgeting, checking, consulting, coordinating, documenting, estimating, evaluating, accelerating, managing, planning, recording, reporting, and scheduling [14]. Crawford (2005) states that the function of the project manager starts at an early stage, where the project manager must evaluate and determine the appropriate construction method and the most cost-effective plan and schedule, which can be summarized as follows [18]:

1. Get started

At this early stage, the project manager must evaluate and determine the appropriate construction method and the most cost-effective plan and schedule, separate all required construction site activities into logical steps, and budget the time required to meet the deadlines.

2. Planning

At the planning stage, the project manager needs to select a trade contractor to complete a particular part of the project. Human resources requirements are determined by the project manager, including overseeing the hiring and firing of contractors.

3. Implementation

Project managers are required to carry out assessments, weekly and monthly cost control, and assess aid, claims, and then payments.

4. Monitoring

In monitoring, the project manager must administer the delivery and use of materials, equipment, worker productivity, construction quality, and project safety. In addition, project managers also need to review engineering and architectural drawings and specifications to monitor and ensure compliance with plans and schedules to track and control construction costs against the project budget to avoid cost overruns. The last is to prepare daily progress reports and the need for labor, materials, machinery, and equipment at the construction site and prepare the project handover.

5. Closing

At this final stage, the project manager must deal with the Defect Liability Period (DLP).

1.3   Leadership Style

Leadership style is a pattern of behavior and the concept of leader behavior at work, as well as showing its characteristics to subordinates to influence their subordinates and unite common goals [11]. Leadership style is behavior designed to influence human resources toward achieving the same goal [12].

1.4   Types of Leadership Style

According to Liphazi, Aigbavboa, and Thwala [5] in the journal Leadership Style on the Performance of Human Resources Construction, leadership styles can be divided into five types based on their nature, namely:

1.   Democratic Leadership

A leader with a democratic leadership style tends to have a two-way discussion with his staff before giving orders. According to Bartol, Mathew, and Martin [6], a democratic leader encourages his members to determine goals and procedures, as well as stimulates the self-direction and self-actualization of members.

2.   Laissez-faire leadership

According to Boonyachai [7], this leadership style allows the group to develop its own decisions. This is because the leader has no real authority. Specifically, the leader answers questions, provides information, and reinforces the group. Subordinates of laissez-faire leaders must find other sources to support them in making and determining the final decision.

3.   Authoritarian Leadership

This leadership style is in contrast to the laissez-faire and democratic leadership styles. Leaders with this leadership style tend to give clear directions about what to do, when to do it, and how a task should be done. According to Evans [8], authoritarian leadership sets the agenda and determines group policies, assigns tasks to members, and makes decisions for the group without consulting subordinates first.

4.   Transactional Leadership

According to Northhouse, transactional leadership underlies most leadership models, which focus on exchanges between leaders and followers   [9]. This process is an extrinsic-based motivation process in which leaders achieve their work goals and followers get external rewards for the work they have done. More deeply, transactional leadership emphasizes contingent rewards. Transactional leaders reward subordinates for meeting performance goals. Thus, the transactional leadership style presents a traditional view of leadership, focusing on contractual agreements between leaders and subordinates about expected Performance with certain rewards [19].

5.   Charismatic Leadership

Charismatic leadership can be described as a fire that ignites the energy and commitment of followers while earning above and beyond the call of duty, Price [4]. According to Northhouse [9], the effects of this type of leadership appear to be more likely to occur in stressful environments and situations where followers see the leader as liberating them from their predicament.

6.   Transformational Leadership

Transformational leadership is a motivational process in which leaders engage followers to create relationships that enhance moral effort and aspirations. According to Price [4], transformational leaders pay attention to the needs and motives of followers and then help inspire them to develop into leaders. More deeply, transformational leaders demonstrate charisma and create pride, respect, trust, and vision. Transformational leadership provides inspiration and intellectual stimulation, motivates followers by creating high expectations and modeling appropriate behavior, and challenges following new ideas and approaches.

7.   Leadership Style And Project Success

The leadership style and competence of the project manager play an important role in the success of a construction project. According to Zhang (2009), the importance of project leadership for project success is related to the type of project being worked on [10]. The factors that can be used for team leadership and personal qualities are divided into the following four things, namely: micro-technical, macro-technical, micro-social, and macro-social [18]. According to Fared et al., team leadership and the personal qualities of project leaders are among the most important contributors to success on the micro-social list [16]. Improving leadership competencies has a role in increasing the likelihood of positive outcomes from projects, including management skills and work styles.

Project success can be defined in terms of four attributes, namely, scope, quality, time, and cost [18]. Luo et al. said health, safety, participant satisfaction, environmental Performance, commercial value, and user satisfaction were the golden triangle criteria for project success [19].

Turner Pearce's view is that leadership style and leader competence are the keys to successful Performance in business, which has been confirmed by other scholars to correlate this and organizational and corporate Performance [15]. In addition, Zhang (2009) noted that the importance of project leadership to project success might be related to the type of project

[16]. In particular, project complexity has been offered in the literature as a possible moderating impact on the relationship between project leadership practices and success rates.

In addition, leading a project to success requires managers to get the work done by team members efficiently and effectively. The whole process requires the leader to have a clear vision, clarity in reasoning, practicality in scheduling, and the ability to attract a talented and efficient team. This, together with applying the leadership style, brought the project success. This, together with applying the leadership style, brought the project success [5].

2   Methods

This methodology considers the research context and the desired results to achieve appropriate results. In addition, the selection of the right research design involves several steps, starting with the identification of the problem, research objectives, and literature in depth. This study uses a quantitative approach that involves a questionnaire. Burns and Grove [19] describe quantitative research as a formal and systematic process that describes and examines relationships and research causes among variables. In addition, Polit and Hungler [20] view quantitative research as a survey to obtain information from a sample of people through self-reports, where people respond to a sequence of questions posed to them by the researcher. The data used in this paper comes from primary and secondary sources. Primary data was obtained through a questionnaire survey method, which was distributed directly and boldly to project managers (contractors) and team leaders (consultants). At the same time, secondary data was obtained from the library and archives. The survey method was slightly chosen for this study because it requires more time and energy to administer, and it offers the possibility of anonymity as the respondent's name is not required on the filled-out questionnaire. Data used in this paper came from primary and secondary sources. Primary data obtained through the questionnaire survey method through the use of samples was targeted at the contractor project manager and the consultant team leader, while secondary data was obtained from a review of the literature and archives.

2.1   Research Data

Data used in research are primary and secondary data where primary and secondary data used in the study are:

1.   Interview

Interviews are one of the most frequent data collection sources in quantitative research, especially in the collection of types of data primary.

2.   Observation

Observation is an activity to see and observe an object or phenomenon to conclude.

3.   Survey

In contrast to interviews, which are in-depth studies of an individual, surveys try to get a general idea of the sentiment of a construction project.

4.   Study of literature

A literature study researches a document so that later conclusions or meanings can be drawn from the literature.

2.2   Method of Collecting Data

In this study, data from a population needed to be processed and become the final result of a study. Researchers chose 2 types of methods, namely questionnaire-based surveys and interviews. The questionnaire survey method was chosen for this study because it requires less time and energy to manage than the interview method used to support the questionnaire if the respondent allows the researcher to meet in person.

In this study, the questionnaire was prepared based on the book Introduction by Leadership by P.G. Northouse. There are 36 questions on the questionnaire, which are divided into six types of leadership style questions consisting of democratic, authoritarian, charismatic, laissez-faire, transactional, and transformational leadership styles. The 36 statements were chosen because they can beused as benchmarks for any existing leadership style. The list of statements can be seen in the following Table:

Table 1. Table of list of questionnaire statements.

LIST OF STATEMENTS	
Statement	
Charismatic	
X1	I like to act as a spokesperson in groups/teams
X2	I am determined to push the project forward and achieve the goals
X3	I am an expert in managing other people
X4	I have high standards and expect others to do the same for me.
X5	I influence others by developing mutual respect
X6	I show sensitivity to the needs and feelings of employees.
Democratic	
X7	I believe the team will work well When everyone is involved in decision-making.
X8	I enjoy working in a team
X9	I don't mind the length of the discussion as long as it considers every point of view.
X10	Most employees prefer supportive communication from the leader
Statement	
X11	Giving guidance without pressure is the key to being a good leader
X12	Employees are competent and will do their job well
Laissez-fair	
X13	In a complex situation, I have to let the team solve their problems
X14	Leadership requires me to give the team space when they do their job
X15	As a rule, as a leader, I have to allow the team to judge their work
X16	As a leader, I must give the team complete freedom to solve their problems.
X17	In many situations, workers prefer little input from the leader
X18	In general, the best way is to let the employees move on their own
Authoritarian	
X19	Teams need to be closely monitored. Otherwise, they may not be doing their job.
X20	Employees in the general population can be said to be lazy
X21	Most employees feel unsure about their work and need direction
X22	As a leader, I am the main judge of the team's achievements
X23	Employees should be rewarded and punished to motivate them to achieve organizational goals.
X24	I tend to give orders and clarify procedures.
Transformational	
X25	I often set high standards for achieving results
X26	I avoid telling employees directly how to do a job
X27	Allowing employees to see problems as learning opportunities
X28	Avoid trying to change what employees do as long as it runs smoothly.
X29	Avoid making your own decisions
X30	Knowing what employees want and helping to achieve it
Transactional	
X31	I give clear expectations to employees
X32	I will take action before the problem becomes chronic
X33	I tend to tell employees standards in doing work
X34	As a leader, I often make deals with employees
X35	Monitor the Performance of employees and track their mistakes
X36	As a leader, I often set goals interactively with employees

[a]Statement of questionnaire, [b]Types of leadership style

3   Results and Discussion

3.1   Respondent Characteristics

In this study, there were 30 respondents consisting of project managers and team leaders with different characteristics. The following chart shows the characteristics of each respondent:
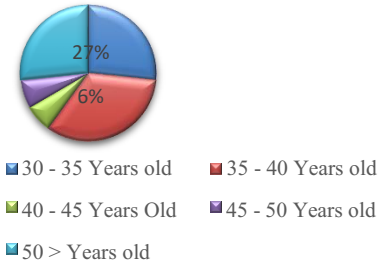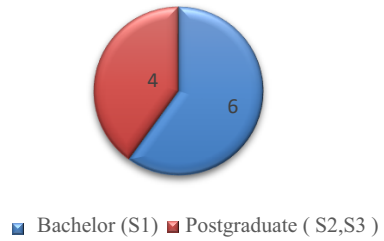
Fig. 1. Project manager respondent's age.

Fig. 2. Project manager respondent's last education.

Based on Fig 1 above, the age range of 35-40 years occupies the first position with a percentage of 33%, followed by age 30-35 years and age 50> with a percentage of 27%, age 45-50 years 7% and age 40-45 years 6%. Based on Fig 2 above, the project manager's last education was dominated by postgraduates (S2, S3) with a percentage of 60%, followed by undergraduates (S1) with 40%.
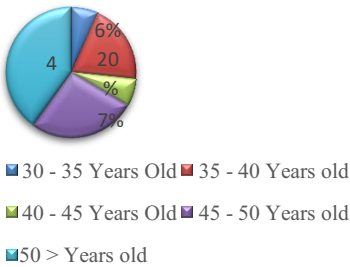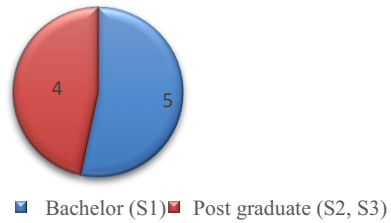

Fig. 3. Team leader respondent's age.

Fig. 4. Team leader respondent's last education

Based on Fig 3, the age range 50> years occupies the first position with a percentage of 40%, followed by the age of 45-50 years with a percentage of 27%, ages 35-40 years with a percentage of 20%, ages 40-45 years 7% and ages 30.

3.2   Respondent Leadership Style Analysis

Table 2. Project manager respondent interpretation assessment.

Leadership Style	Score	Interpretation[s]
Respondent 1		
Charismatic	25	High
Democratic	24	High
Laissez-Faire	20	Medium
Authoritarian	20	Medium
Transformational	23	High
Transactional	22	High
Respondent 2		
Charismatic	24	High
Democratic	27	Very High
Laissez-Faire	25	High
Authoritarian	14	Low
Transformational	21	High
Transactional	26	Very High
Respondent 3		
Charismatic	25	High
Democratic	27	Very High
Laissez-Faire	23	High
Authoritarian	21	High
Transformational	19	Medium
Transactional	20	Medium
Respondent 4		
Charismatic	20	Medium
Democratic	26	Very High
Laissez-Faire	20	Medium
Authoritarian	19	Medium
Transformational	23	High
Transactional	23	High
Respondent 5		
Charismatic	18	Medium
Democratic	27	Very High
Laissez-Faire	23	High
Authoritarian	11	Low
Transformational	15	Low
Transactional	24	High
Respondent 6		
Charismatic	20	Medium
Democratic	25	High
Laissez-Faire	21	High
Authoritarian	23	High
Transformational	19	Medium
Transactional	20	Medium
Respondent 7		
Charismatic	23	High
Democratic	24	High
Laissez-Faire	18	Medium
Authoritarian	20	Medium
Transformational	19	Medium
Transactional	22	High
Respondent 8		
Charismatic	25	High
Democratic	23	Very High
Laissez-Faire	20	Medium
Authoritarian	20	Medium
Transformational	23	High

Leadership Style	Score	Interpretation[s]
Charismatic	23	High
Democratic	24	High
Laissez-Faire	18	Medium
Authoritarian	20	Medium
Transformational	23	High
Transactional	22	High
Respondent 10		
Charismatic	25	High
Democratic	23	High
Laissez-Faire	20	Medium
Authoritarian	20	Medium
Transformational	23	High
Transactional	25	High
Respondent 11		
Charismatic	24	High
Democratic	27	Very High
Laissez-Faire	25	High
Authoritarian	14	Low
Transformational	21	High
Transactional	26	Very High
Respondent 12		
Charismatic	23	High
Democratic	23	High
Laissez-Faire	18	Medium
Authoritarian	20	Medium
Transformational	19	Medium
Transactional	25	High
Respondent 13		
Charismatic	25	High
Democratic	24	High
Laissez-Faire	20	Medium
Authoritarian	20	Medium
Leadership Style	Score	Interpretation[s]
Transformational	23	High
Transactional	22	High
Respondent 14		
Charismatic	23	High
Democratic	27	Very High
Laissez-Faire	23	High
Authoritarian	14	Low
Transformational	19	Medium
Transactional	26	Very High
Respondent 15		
Charismatic	24	High
Democratic	27	Very High
Laissez-Faire	25	High
Authoritarian	21	High
Transformational	21	High
Transactional	24	High

[a]Type of leadership style score of leadership style, [c]Interpretation of score

Table 3. Team Leader respondent interpretation assessment

Leadership Style	Score	Interpretation[s]
Respondent 1		
Charismatic	28	Very High
Democratic	26	Very High
Laissez-Faire	15	Low
Authoritarian	19	Medium
Transformational	19	Medium
Transactional	24	High
Respondent 2		

Leadership Style	Score	Interpretation[S]
Charismatic	25	High
Democratic	27	Very High
Laissez-Faire	23	High
Authoritarian	21	High
Transformational	19	Medium
Transactional	24	High
Respondent 3		
Charismatic	19	Medium
Democratic	23	High
Laissez-Faire	20	Medium
Authoritarian	18	Medium
Transformational	27	Very High
Transactional	25	High
Respondent 4		
Charismatic	23	High
Democratic	26	Very High
Laissez-Faire	15	Low
Authoritarian	19	Medium
Transformational	19	Medium
Transactional	24	High
Respondent 5		
Charismatic	28	Very High
Democratic	26	Very High
Laissez-Faire	15	Low
Authoritarian	18	Medium
Transformational	19	Medium
Transactional	24	High
Respondent 6		
Charismatic	24	High
Democratic	27	Very High
Laissez-Faire	23	High
Authoritarian	22	High
Transformational	19	Medium
Transactional	22	High
Respondent 7		
Charismatic	24	High
Democratic	28	High
Laissez-Faire	22	Medium
Authoritarian	21	Low
Transformational	19	High
Transactional	27	Medium
Respondent 8		
Charismatic	24	High
Democratic	24	High
Laissez-Faire	20	Medium
Authoritarian	15	Low
Transformational	23	High
Transactional	19	Medium
Respondent 9		
Charismatic	24	High
Democratic	26	Very High
Laissez-Faire	26	Very High
Authoritarian	18	Medium
Transformational	15	Low
Transactional	18	Medium
Respondent 10		
Charismatic	28	Very High
Democratic	28	Very High
Laissez-Faire	15	Medium
Authoritarian	21	High
Transformational	19	Medium

Leadership Style	Score	Interpretation[s]
Transactional	27	Very High
Respondent 13		
Charismatic	27	Very High
Democratic	26	Very High
Laissez-Faire	15	Low
Authoritarian	19	Medium
Transformational	19	Medium
Transactional	24	High
Respondent 12		
Charismatic	27	Very High
Democratic	28	Very High
Laissez-Faire	15	Medium
Authoritarian	21	High
Transformational	19	Medium
Transactional	27	Very High
Respondent 13		
Charismatic	26	Very High
Democratic	27	Very High
Laissez-Faire	17	Medium
Authoritarian	18	Medium
Transformational	23	High
Transactional	26	Very High
Respondent 14		
Charismatic	25	High
Democratic	26	Very High
Laissez-Faire	23	High
Authoritarian	19	Medium
Transformational	19	Medium
Transactional	24	High
Respondent 15		
Charismatic	24	High
Democratic	23	High
Laissez-Faire	22	High
Authoritarian	19	Medium
Transformational	19	Medium
Transactional	24	High

[a]Type of leadership style score of leadership style,[c]Interpretation of score

From the analysis of leadership styles above, it is found that the dominant leadership style levels of each respondent are project managers (contractors) and team leaders (consultants). The following is the distribution of the dominant leadership styles used by project managers (contractors) and team leaders (consultants):

Table 4. Table of dominant leadership styles in project managers.

N[a]	Charismatic	Democratic	*Laissez-fair*	Authoritarian	Transformational	Transactional
1	1					
2		1				
3		1				
4		1				
5		1				
6		1				
7		1				
8	1					1
9		1				
10	1					1
11		1				
12						1
13	1					
14		1				
15		1				

Amount	4	10	0	0	0	3
Tiers	2	1	4	4	4	3

[a]Respondent
[b]Dominant leadership style of respondent
[c]Amount of the dominant leadership style of respondent
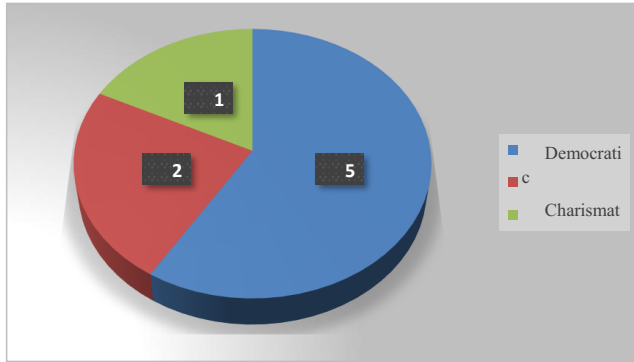[d]Tiers of dominant respondent leadership style

Fig 5. Project manager dominant leadership style percentage chart.

Table 5. Table of dominant leadership styles in team leader.

N[a]	Charismatic	Democratic	Laissez-fair	Authoritarian	Transformational	Transactional
1	1					
2		1				
3					1	
4		1				
5	1					
6		1				
7		1				
8	1	1				
9		1	1			
10	1	1				
11	1					
12		1				
13		1				
14		1				
15	1					1
Amount	6	10	1	0	1	1
Tiers	2	1	3	4	3	3

[a]Respondent
[b]Dominant leadership style of respondent
[c]Amount of dominant leadership style of respondent
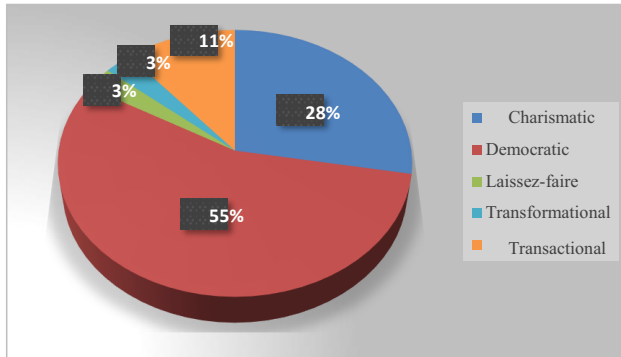[d]Tiers of dominant respondent leadership style

Based on the Table of the dominant leadership style of the project manager above, it can be seen that democracy is the most dominant leadership style of the 15 sample respondents, with a total of 59%. Charismatic is next, with 23% of the total respondents. Furthermore, at the third level, the dominant leadership style project managers use is transactional, with 18% of the total respondents. In authoritarian, laissez-faire, and transformational project managers become the non-dominant leadership style of the overall sample of respondents.
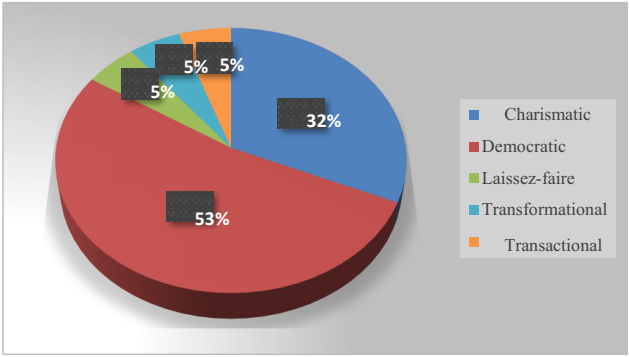
Fig 6. Team leader dominant leadership style percentage chart.

Based on the Table of the dominant leadership style of the team leader above, it can be seen that democracy is the most dominant leadership style of the 15 sample respondents, with a total of 53%. Charismatic is on the next level is charismatic with a total of 32% of the total respondents. Furthermore, at the third level, the dominant leadership style used by the team leader is laissez-farire, transformational, and transactional, with each accounting for 5% of the total respondents. In the authoritarian team leader becomes the only leadership style that is not dominant by all respondents.

Table 6. Dominant leadership styles in project manager and team leader.

Nª	Charismatic	Democratic	Laissez-fair	Authoritarian	Transformational	Transactional
1	1					
2		1				
3		1				
4		1				
5		1				
6		1				
7		1				
8	1					1
9		1				
10	1					1
11		1				
12						1
13	1					
14		1				
15		1		`		
16	1					
17		1				
18					1	
19		1				
20	1					
21		1				
22		1				
23	1	1				
24		1	1			
25	1	1				
26	1					
27		1				
28		1				

29		1			
30	1				1
Amount	10	20	1	0	1	4
Tiers	2	1	4	5	4	3

[a]Respondent
[b]Dominant leadership style of respondent
[c]Amount of the dominant leadership style of respondent
[d]Tiers of dominant respondent leadership style

Fig 7. Project manager and team leader dominant leadership style percentage chart.

Based on the Table of dominant leadership styles of project managers and team leaders above, it can be seen that democracy is the most dominant leadership style of the 30 sample respondents, with a total of 55%. Charismatic is next level, with 28% of the total respondents. Furthermore, atthe third level, the dominant leadership style used by project managers and team leaders is transactional, with 11% of all respondents.

Application Of Leadership Style On Construction Projects. Projects Create a unique need for effective leadership. Unlike typical business operations, where roles and responsibilities are often defined and consistent, projects often involve multiple organizations, departments, functions, or vendors that do not interact regularly. What's more, projects can carry higher stakes and expectations than standard operational functions. The result of a broad array of managers, executives, senior contributors, and other stakeholders seeking to influence a project. This often creates a higher level of confusion and conflict. As a result, higher-performing projects exhibited effective leadership behaviors more often and more than most projects.

Fig 8. Leadership style behavior demonstration table on construction projects (source: PMBOK GUIDE seventh edition,2021)

A project environment that prioritizes vision, creativity, motivation, enthusiasm, drive, and empathy can support better results. These traits are often associated with leadership toward the desired results.

4   Conclusion

From the results of the discussion in the previous chapter, several conclusions can be drawn, including the following:

1. The project manager's leadership style is divided into four levels based on interpretation assessment. The first is democratic; this shows that, in general, project managers often receive input and discuss with their subordinates first. The second level is charismatic, which describes the soul of a leader who influences his subordinates, then transactional, which means that project managers often provide rewards or incentives to encourage the Performance of their subordinates. The third level is laissez-faire, which describes that in certain situations, the project manager prefers to delegate responsibility to his subordinates. This transformational leadership style describes a leader who has a passion for encouraging his subordinates to develop. The last level is authoritarian, which shows the project manager away from making decisions based on his thoughts even though, in some conditions, the project manager still chooses to do so.

2. The leadership style of the team leader is divided into five levels based on the interpretation assessment. At the first level, which is democratic, like project managers, team leaders often take action and make decisions by discussing and receiving input from their subordinates. The second level is charismatic, and this describes charisma as something that a leader often possesses. At the third level, namely transactional, this shows that to move their subordinates. The team leader chooses to provide rewards or incentives to their subordinates. At the fourth level, there is transformational leadership. Although it is not often chosen by team leaders, encouraging subordinates to develop is still a choice made by team leaders. In the last position, there is a laissez-faire and authoritarian leadership style. This illustrates that delegating responsibility and making decisions without discussing it first is a step that team leaders rarely choose.

3. The leadership style of the project manager and team leader is divided into four levels based on interpretation assessment. The first position, namely the democratic leadership style, illustrates that decision-making by discussion and listening to subordinates' input is still the main choice for the leadership of project managers and team leaders. The next level is charismatic and transactional, and this shows that leaders often have an indirect influence on their subordinates. Besides that, leaders also often choose to reward their subordinates for encouraging Performance in accordance with the target. Then, at the third level is the laissez-faire and transformational leadership style, which describes project managers and team leaders in certain conditions delegating responsibilities and encouraging their subordinates to develop. The leadership style at the last level is authoritarian; this shows that making decisions without first listening to the opinions of their subordinates is often avoided by project managers and team leaders.

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