

Strategi Pengembangan Leadership System dalam Meningkatkan Budaya Mutu pada Perusahaan Jasa Pelaksana Konstruksi Swasta Asing untuk Menurunkan Tingkat Kegagalan Konstruksi = Leadership System Development Strategy in Improving Quality Culture in Foreign Private Construction Service Companies to Reduce Construction Failure Rate

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Abstrak

Kegagalan konstruksi pada pembangunan infrastruktur di Indonesia sering terjadi beberapa tahun belakangan ini tepatnya pada tahun 2016-2019. Penyebab kegagalan konstruksi antara lain design deficiencies, unskilled manpower, administrative deficiencies, random specification, faulty equipment, dan deficient material (Mohammad & Darade, 2017). Dampak yang ditimbulkan perlu dilakukannya perbaikan yang akan menimbulkan pekerjaan lembur, penambahan biaya sumber daya, penambahan waktu atau pengurangan lingkup atau mutu pekerjaan. Budaya mutu harus dikembangkan dalam mencapai keberhasilan proyek. Kepemimpinan mempunyai peran penting untuk mengembangkan budaya mutu. Berdasarkan hal tersebut penelitian ini bertujuan untuk mengetahui variabel leadership system yang berpengaruh terhadap kegagalan konstruksi pada perusahaan jasa pelaksana konstruksi swasta asing. Hasil studi literatur didapatkan 11 variabel leadership system yaitu stimulasi intelektual; inspirasi dan motivasi; keterampilan manajemen; integritas personal, profesional, dan kompetensi emosional; keterampilan komunikasi dan interpersonal; pengembangan dan pemberdayaan; visioner, fokus, dan perencanaan strategis (kebijakan); pertimbangan individu; inovasi, peningkatan, dan problem solving; penghargaan dan pengakuan; dan keterlibatan pemangku kepentingan. Variabel kemudian divalidasi oleh 10 pakar. Pengolahan data dilakukan menggunakan data 147 responden dengan software SPSS dan SmartPLS. Berdasarkan hasil analisis terdapat 3 variabel yang berpengaruh signifikan terhadap kegagalan konstruksi yaitu keterampilan komunikasi dan interpersonal (X5); visioner, fokus, dan perencanaan strategis (X7), serta penghargaan dan pengakuan (X10) dibuktikan dengan nilai T-Statistics (level of significance 5%) berturut-turut adalah 2,776; 2,117; dan 2,086. Berangkat dari temuan tersebut maka perlu dibuatnya strategi pengembangan leadership system dalam upaya untuk menurunkan tingkat kegagalan konstruksi di Indonesia agar dapat diterapkan pada perusahaan jasa pelaksana konstruksi swasta asing.

.....Construction failures in infrastructure development in Indonesia have often occurred in recent years, precisely in 2016-2019. The causes of construction failures include design deficiencies, unskilled manpower, administrative deficiencies, random specifications, faulty equipment, and deficient materials (Mohammad & Darade, 2017). The impact caused needs to be repaired which will cause overtime work, increase in resource costs, increase in time or reduce the scope or quality of work. A quality culture must be developed in order to achieve project success. Leadership has an important role in developing a quality culture. Based on this, this study aims to determine the leadership system variables that affect construction failure in foreign private construction service companies. The result of the literature study found 11 leadership system variables, namely intellectual stimulation; inspiration and motivation; management skills; personal integrity, professional, and emotional competence; communication and interpersonal skills; developing and empowering; visionary, focus, and strategic planning (policy); individual considerations;

innovation, improvement, and problem solving; reward and recognition; and involvement to stakeholder. The variables were then validated by 10 experts. Data processing was carried out using data from 147 respondents using SPSS and SmartPLS software. Based on the results of the analysis, there are 3 variables that have a significant effect on construction failure, namely communication and interpersonal skills (X5); visionary, focus, and strategic planning (X7), and reward and recognition (X10) as evidenced by the value of T-Statistics (level of significance 5%) respectively 2.776; 2.117; and 2,086. Based on these finding, it is necessary to develop a leadership system development strategy in an effort to reduce the failure rate of construction in Indonesia so that it can be applied to foreign private construction service companies.