

DETERMINANT OF COMPANY PERFORMANCE IN CONSTRUCTION SERVICE INDUSTRIES IN JAVA ISLAND: GAJAH MADA LEADERSHIP ANALYSIS

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Abstract : The aims of this research is to analyze the influence of Strategy Corporate, HRD Strategy, QHSE Management and Leadership on Company Performance in Construction Industry in Java Island. The research design used in this study is a causal design that explains the relationship between variables, supplemented by descriptive analysis to explain data from indicators and dimensions of each variable. The research location in Java Island area, the object of research includes 36 companies in construction service industry using 246 managers as a sample. The data of this research are primary data obtained from questionnaires by respondents. The analytical method used for descriptive study and using SPSS software and Structural Equation Modeling (SEM) using Lisrel software for the study of causality between variables. The result of causality analysis indicated that some research hypothesis is rejected, that is Leadership does not influence to Company Performance, Corporate Strategy has no effect to Company Performance, HRM Strategy has no effect to Company Performance and QHSE Management has no effect to Company Performance.

Keywords: HRD Management, Company Strategy, QHSE Management, Leadership, Company Performance

1. Introduction

The construction sector is one of the strategic sectors in supporting national development. Contributions The role of the construction sector in national economic development is quite significant. This can be seen from its contribution to Gross Domestic Product (GDP), an average increase of 9.8% in 2014-2017 to state revenues. An interesting phenomenon is that the value of the construction industry continues to grow every year but the growth of the construction industry apparently began to slow compared to the previous year. The value of construction (rupiah) in Indonesia is still dominated by Java because the total value of its construction is greater than the other islands, the average value of construction completed for DKI Jakarta in the period 2015-2017 has the largest value of Rp. 97,472,400 million of Indonesia's total value of Rp. 381,161,161 million (absorbing a value of 25.60% of the total value) followed by East Java which absorbed a value of 12.2%.

The construction service industry is very vulnerable to work accidents, it is proven that the 5-year work accident data for the 2014-2017 period is sourced from PT. Jamsostek (2017) shows a tendency to increase work accidents each year ranging from 4.45% per year. The problem of declining growth in the construction industry in Indonesia as well as the construction of centralized construction in Java, the current construction services sector also faces various problems, starting from low construction quality, disharmony among construction service actors, low contractor competitiveness, low expert and certified workers, high rates of workplace accidents, lack of job training, low innovation owned by workers, recruitment of employees who do not follow rules and limited information on construction, and the ability of company management to carry out company operations and the high number of workplace accidents forcing perpetrators the construction service industry must find the root of the problem as well as a way out of this problem

Factors that are thought to influence the performance of the construction service industry are leadership, corporate strategy, HRM strategy and QHSE management. The implementation of Construction Management and Modern Management seems to have not been able to maximize

company performance and the performance of the national construction world. It is time for the Indonesian people to return to their identity, which was once a time with the nation's own management system the ancestors of the Indonesian Nation have succeeded in uniting the archipelago by implementing Gajah Mada Leadership Management. The problem statement is: 1) Does leadership, corporate strategy, HR strategy, QHSE management have a positive effect on the performance of construction services companies in Java? 2) Does leadership have a positive effect on corporate strategy, HR strategy and management of QHSE Construction Services in Java?

2. Literature Review

This study analyzes and describes the influence of Gajah Mada's leadership on the performance of the construction service industry through corporate strategy, HRM strategy and QHSE management.

Company performance

Based on the balanced scorecard approach, the financial performance produced by the executive must be the result of the realization of performance in satisfying consumer needs, the implementation of productive / cost effective business / internal processes, and the development of productive and committed employees (Kaplan, 1996).

Leadership

The leadership dimensions of Gajah Mada based on Anggara Putu Dharma Putra (2015) and Yusak (2015) adapted to this study are as follows

1. Abhikamika. The leader must appear sympathetic, down-oriented and prioritize the public interest rather than personal or group interests.
2. Prajna. Leaders must be smart, be wise and wise, master the knowledge of religion, science and technology, have sharp analysis and have vision.
3. Utsaha. Leaders must be proactive in planning and acting, taking the initiative to take advantage of opportunities, pioneering creativity and innovation in harnessing power.
4. Atma Sampad. The leader must have a superior personality in terms of high integrity, noble moral, objective and far-sighted in the future for the advancement of his organization and nation.
5. Sakhya Samanta. The leader as a control function must be able to supervise all policies that have been decided to run efficiently and effectively.
6. Aksudra Pari Sakta. Leaders must be capable of diplomacy, able to combine differences between subordinates and consultations. Also leaders must be able to absorb aspirations from subordinates

Company Strategy

The Company's strategy in this study was the formulation of the strategy of the construction service industry company in applying the quality of environmental studies, quality of strategy formulation, quality of strategy implementation and quality of evaluation strategies of Wheelen and Hunger (2012), David (2010), Olson and Bokor (1995)

HRM Strategy

The HR strategy in this study is adapted to the construction service industry which includes HR planning, recruitment, training and development, work performance and compensation of Dessler (2012), Gibson et al. (2012)

Management of QHSE

Yukl (2013) QHSE management in this study is management that deals with quality, occupational health, work safety and working environment conditions of an infrastructure project

State of the art

State of the art (SOTA) research is that the application of leadership management in construction service companies is still not fully integrated with the implementation of a correct and directed corporate strategy, handling human resource issues that have not been maximized and implementing quality work programs, safety, health and environment not yet maximal cause the company's performance has not been effective.

Thinking Framework

This study analyzes the influence of leadership on corporate strategy, HRM strategy and QHSE management and its impact on the performance of the construction service industry. The first construct in this research is leadership theory which is a mix of Gajah Mada traditional leadership concepts and modern leadership with dimensions of abikamika, prajna, effort, atma sampal, sakia samanta and aksudra pari sakta. The second construct in this study is the company's strategy that guides the objectives, mission and operational policies with the dimensions of the quality of environmental studies, the quality of strategy formulation and the quality of strategy implementation and the quality of strategy evaluation.

The third construct is the HR strategy is the management of HR strategies that are effective and relevant to the preparation of company strategies, with dimensions of HR planning, recruitment, training and development, work performance and competence. The fourth construct is the dimensions of the QHSE management variable relating to quality, occupational health, work security and working environment conditions with dimensions of quality management, health management, environmental management. The fifth construct is the work of a construction company which is an adaptation of the balance scorecard with dimensions of financial, customer, internal business and growth and learning perspectives

The research hypothesis is as follows.

- H1: Leadership influences company performance.
- H2: Company Strategy influences Company Performance.
- H3: HRM Strategy influences Company Performance.
- H4: QHSE Management has an effect on company performance.
- H5: Leadership influences Company Strategy.
- H6: Influential Leadership on HRM Strategies.
- H7: Leadership influences QHSE Management

3. Research Methods

The grand design of this study was to analyze the influence of Gajah Mada leadership as an independent variable on corporate strategy, HRM strategy and QHSE management as intervening variables on company performance as the dependent variable. The object of this research is a group of construction service companies on Java that are highly qualified with codes B1 and B2 with a project value of 0s / d 250 billion and are not limited. The selection of 200 sample Directors and Managers from each company is considered to have competence in analyzing the company's strategy, HRM and QHSE management to achieve the desired performance. The research location in Java Island area, the object of research include 36 companies in construction service industry using 246 managers as a sample. The data of this research are primary data obtained from questionnaires by respondents. The

analytical method used for descriptive study and Structural Equation Modeling (SEM) using Lisrel software for the study of causality between variables

4. Finding and Discussions

Leadership variable

The highest respondent response is the dimension of prajna, namely the leader applies inspirational motivation shown by leaders who act by motivating and inspiring subordinates. In the leadership concept of Gajah Mada called Prajna, the Leader must be wise and wise, can be a role model that motivates and inspires subordinates.

Corporate strategy variables

Respondents' responses to environmental assessment have a high priority, because the nature of the environment tends to change turbulence so the construction service industry must implement the right strategies to anticipate it. Environmental assessment can be carried out by anticipating the competitive environment, namely the threat of new entrants, the threat of supplier strength, the threat of buyer power, the threat of substitution force and the threat of competition intensity and participation of market opportunities can be done by searching market information, disseminating information and responding to the organization

HR Management Variables

Planning gets the highest response because of the planning of the workforce effectively and efficiently to fit the needs of the company in helping the realization of goals which include organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining and terminating employees.

Company Performance variables

The internal business process perspective gets the highest response because in this perspective key processes are described that are the mainstay of the organization to continue to provide added value to its customers. The size of the target in this perspective must be accurate in measuring the progress of the organization in implementing work process improvements

QHSE management variables

An international standard environmental management system has been applied in the construction service industry and received positive responses. Construction services industry because ISO 14001 can be used as a tool; focus on controlling environmental aspects or the direction of your product and service activities regarding environmental management; for example, air, soil or water emissions

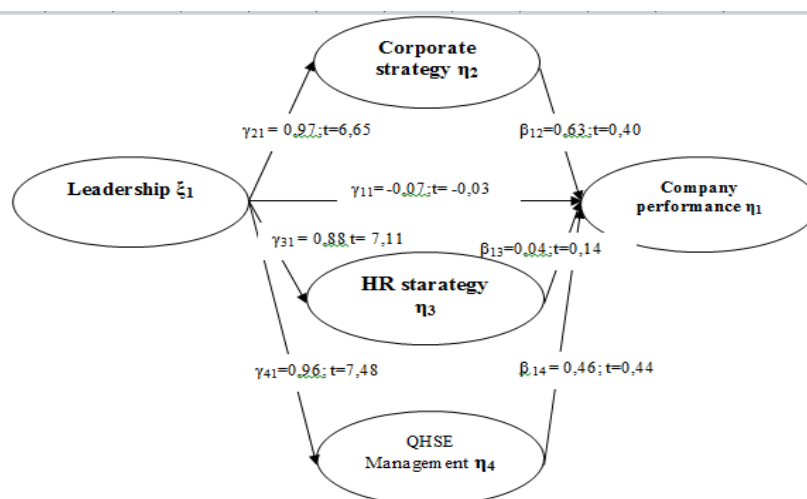


Figure 1. The Result of Hypothesis Testing

The research hypothesis test as shows.

1. The value of the influence of Leadership on Company Performance = -0.07 and the statistical value $t = -0.03$ above the value of t table -1.96. Thus Leadership does not affect the Company's Performance. This conclusion is problematic, because the construction service industry leader has not been able to apply the elephant leadership that is abhikamika, effort, atmasampal and aksudrapari sakta correctly.
2. Value of Leadership influence on Corporate Strategy = 0.97 and statistical value $t = 6.65$ above the value of t table 1.96. Thus Leadership has a positive effect on Corporate Strategy, so that increasing leadership increases the company's strategy also increases.
3. The value of the influence of Leadership on HRM Strategy = 0.88 and the statistical value $t = 7.11$ above the value of t table 1.96. Thus leadership has a positive effect on HRM Strategy, so that with increasing leadership the HRM strategy will increase as well.
4. The value of the influence of Leadership on QHSE = 0.96 and the statistical value $t = 7.48$ above the value of t table 1.96. Thus leadership has a positive effect on QHSE Management, so with increasing leadership, QHSE management will also increase.
5. Value of the influence of the Corporate Strategy on Company Performance = 0.63 and the statistical value $t = 0.40$ below the value of t table 1.96. Thus the Company Strategy does not affect the Company's Performance. This conclusion is problematic, because the construction service industry leaders have not been able to properly assess the business environment.
6. Value of the effect of HRM Strategy on Company Performance = 0.04 and statistical value $t = 0.14$ below the value of t table 1.96. Thus the HRM Strategy does not affect Company Performance. This conclusion is problematic, because the construction service industry leader has not been able to carry out HRM strategy through the procurement system appropriately.
7. The value of the influence of QHSE Management on Company Performance = 0.46 and the statistical value $t = 0.44$ below the value of t table 1.96. Thus QHSE Management does not affect the Company's Performance. This conclusion is problematic, because the construction service industry leader has not been able to implement work safety management appropriately.

5. CONCLUSION AND IMPLEMENTATION

Conclusion

Leadership does not have a direct effect on Company Performance, because the construction service industry leaders have not been able to implement the Abhikamika elephant leadership system, Utsaha, Atma Sampad and Aksudra Pari Sakta. Leadership has a positive effect on Company Strategy; Leadership has a positive effect on QHSE Management. Leadership has a positive effect on HRM Strategy, because the higher the leadership, the corporate strategy, QHSE management and HR strategy will also increase. Company Strategy does not affect the Company's Performance. Because the leader of the construction service industry has not been able to properly assess the organization's environment. HRM Strategy does not affect Company Performance. because the construction service industry leader has not been able to implement the HR strategy system appropriately. QHSE Management does not affect Company Performance. because the construction service industry leader has not been able to implement work safety appropriately, so the construction service industry is prone to workplace accidents

Implications

For company management in the construction service industry, top management needs to review how so that elephant mada leadership can be used to analyze corporate strategy, HRM strategy and QHSE management to be implemented by developing better work programs to achieve desired performance

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