ISSN:1991-8178

Australian Journal of Basic and Applied Sciences

Journal home page: www.ajbasweb.com

Cultural Shifting of Construction Workers and the Effect on Construction Project Management in East Java

[1]Kukuh Lukiyanto, [2]Margono Setiawan, [2]Eka Afnan Troena and [2]Noermijati

[1]*Brawijaya University, Doctoral Program, Economics and Business Faculty, 65145, Malang, Indonesia*
[2]*Brawijaya University, Economics and Business Faculty, 65145, Malang, Indonesia*

ARTICLE INFO

Article history:
Received 12 October 2014
Received in revised form 26 December 2014
Accepted 17 March 2015
Available online 17 May 2015

Keywords:

Cultural shifting, foreman, construction worker, construction management, East Java

ABSTRACT

Before 1997, *mandor* (foreman), the informal leader of the construction workforce in East Java, have a social relationship and the bond of brotherhood that is close to the workers. Their relationship was built up not only as a superior and a subordinate but rather leads to familial relationships. In addition, the construction workers have a high loyalty to the foreman and his group. This relationship phenomenon in East Java is strongly influenced by Javanese culture. After 1997, there was a change in their relationship as a result of reduced agricultural land so that most of the construction workers to make this work as their regular job. These conditions make the dependence of workers to a foreman becomes low and resulting in difficulties in the management of labor either by construction companies that use their services and their foremen as informal leaders. The combination of informal leadership patterns with formal systems in the construction industry in Indonesia has yet to be replaced, while the declining performance of construction workers resulted in delays in the completion of construction projects. The phenomenon of cultural shift construction workers is interesting to study because it affects the management of construction projects. Therefore, the purpose of this study was to gather information about the cultural shift of construction workers outside work into the main work and its influence on their lack of loyalty to the foreman. The method used in this study using a phenomenological approach that aims to uncover and understand the meaning behind the phenomenon (noumena) of construction workers action and their influence on modern construction project management. For it must perform in-depth interviews with eleven informants that were selected based on predetermined criteria. The results of this study indicate that the cultural shift of construction workers in East Java greatly influenced in the planning and supervision of modern construction project management. In the past, all matters related to construction workers submitted to the foreman, foreman himself was not too strict supervision because of the strong influence of structural functional in Javanese culture. However, at this time, construction companies must participate to oversee the construction workers because of the strong transactional culture both in terms of construction workers and foremen.

© 2015 AENSI Publisher All rights reserved.

To Cite This Article: Kukuh Lukiyanto, Margono Setiawan, Eka Afnan Troena and Noermijati. Cultural Shifting of Construction Workers and the Effect on Construction Project Management in East Java. ***Aust. J. Basic & Appl. Sci.,*** 9(11): 191-197, 2015

INTRODUCTION

The economic growth of a country is often seen on the growth of the construction industry that is applicable in all countries, both developing and developed countries (Mitullah & Wachira, 2003). Indonesia, as a developing country is also increasing development in all fields to support the national economy growth (Budiwibowo, *et al*., 2009). In the construction industry, project management in Indonesia at this time combines project management theory of modern and traditional. Major projects undertaken by both foreign and local contractors using technology and modern systems in their construction project management, while for smaller projects they are still using a simple construction project management or traditional.

Construction project management is related to resources, equipment and management system. Gray & Larson (2006) defined it as the art of directing and coordinating human and material resources throughout the project life, using modern management techniques to achieve the objectives set within scope of cost, time, quality and participation. However, not all construction project management theory can be applied in Indonesia, where mostly refers to west ideas. In practice, management of large projects do not fully use modern management techniques, but still combine with simple or traditional construction management.

Corresponding Author: Kukuh Lukiyanto**,** Brawijaya University, Doctoral Program, Economics and Business Faculty, 65145, Malang, Indonesia

Traditional management is still used in construction projects in Indonesia for unskilled or lower human resource management (Lukiyanto, 2015). Lower levels of labor are the largest number in any construction project, and they also are informal workers, because they are employed in brief or temporary without a contract between the worker and the company (Jha, 2002; Saxena, 2009). Due to their working conditions of uncertainty resulting workers have no legal protection against dismissal, no health insurance, old age security or the protection of occupational accidents (Mitullah & Wachira, 2003).

Construction worker in developing countries generally is not pure, but a transformation of workers from other sectors (Saxena, 2009), as well as in Indonesia. Sjahrir, K. (1991) mentions that construction workers in Indonesia is the transformation of traditional farmer. After harvest, rural farmers will leave their fields to look for a job in town while waiting for the next growing season. They are formed in a group with a leader to organize everything related to their employment and other things.

The construction company where they work not directly related to the workers. The company only has an agreement with the group leader and fully devolved labor management to the group leader. These conditions are deliberately maintained by the company so that the company does not have to bear their salaries and benefits when there is no project. In addition, the nature of the project to move from one place to another will lead to high operating costs when workers come from headquarters. Therefore, to avoid these conditions, all matters related to lower levels of construction workers handed over to the leaders of the groups of workers (Lukiyanto *et al*., 2015).

Group leader of construction workers in Indonesia commonly called "*mandor*" that traditionally serves as a supplier for construction projects labor (Sjahrir, 1991). *Mandor* guarantee the availability of manpower for project, both in terms of number and qualifications required. *Mandor* is also responsible in managing and supervising a group of construction workers (Soemardi, *et al*., 2011). *Mandor* is often described as informal leaders, because it is not formed in a formal organization and not officially appointed as leader (Kuncaraningrat, 1984).

In the past, agriculture was still reliable and construction boom occurred in 1979-1997 (Anwar, 2001). Construction workers and their supervisors have a strong social relationship. *Mandor* usually took workers from his neighborhood or a member of his own family (Sjahrir, 1991). Because of fraternity or close relationship, job is not patterned as superiors and subordinates but as a family to help each other to finish the job. Workers loyalty to *mandor* is very high (Anwar, 2001). When there are no jobs, workers still wait and do not go to others *mandor*. Workers want to wait a long time until *mandor* give a new job.

On the other hand, *mandor* also make allowances for workers to keep doing social activities without any sanction or dismissal. For example, associated with Javanese culture that upholds family values (Hofstede, 1980), when there are relatives of those who have the rituals (*kejawen/slametan*) (Suseno, 1993; Geertz, 1987), mandor would allowing their workers to help the event until it's done. Another example, as a society that upholds the Javanese, when their neighbors or relatives are died, the worker will ask for permission to go home a minimum of three days to follow traditional procession ceremony until it’s completed (Suseno, 1993).

There is no wage negotiations between workers and *mandor,* worker fully trust the *mandor* and also have mutual understanding. In particular project, they could be paid by *mandor* if he gain high benefits, but vice-versa *mandor* could reduce wage workers if he loses. This condition is well understood by both sides though there is no oral or written agreement. It was affected by Java philosophy to maintain good relations and harmonious value above money (Daryono, 2006). They strongly believe that fortune *enek sing ngatur* (already managed) and do not need to be pursue hard especially at the expense of others.

From 1997 until today, due to the decreasing farmland and low income as farmers make many farmers turned into a construction worker and rely on it as their main occupation. The rarer the construction workers still employed in agriculture. Majority of construction workers in city make this work as their regular job. This condition makes the low dependence of workers to a foreman. From the worker side, just following a *mandor* makes them will have trouble if the *mandor* does not not get the job. They ready to work who anyone that give job.

The needs of family life, the influence of information and telecommunications media such as radio, television, mobile phones resulted in a culture of consumption that affect workers towards capitalist mindset. The mindset is measure everything with money, so it has a negative impact on work. Loyalty and dedication in work social capital already faded (Olken, 2006), everything is compared with how everything acquired and interests is fulfilled. This behavior creates transactional attitude in every effort undertaken. This transactional attitude has fade Javanese culture as shy, *ewoh pakewoh (*respect each other), *tepo sliro (*tolerance), mutual cooperation and so on.

This workers condition creates difficult in workforce management or *mandor* as informal leaders. Integrating informal leadership patterns with formal system in construction industry can delay the completion of project (Pendleton, 2011). However,

because companies do not want to make workers as permanent employees, and characteristics of Indonesian construction workers specifically adapts to local culture, it cause traditional management in construction industry is difficult to be replaced with western methods (Irawanto, 2009). In other way, maintaining *mandor* system has certain problems, but a new problem arises later also must be resolved by *mandor* or construction companies to fulfill the targets.

This worker cultural shift phenomenon is interesting for further study because the effects are large enough not only in human resources management, but also to overall construction projects management. Information extracted is not only about changing jobs in construction from secondary to become primary. But also explores the effect of lower workers' loyalty to *mandor*. Research and information is still limited to information of worker old pattern model where workers transform from farmer (Sjahrir, 1991).

The recent studies do not explore cultural change phenomenon of construction workers, but they only discuss the phenomenon of construction workers group from the leader. For example: Soemardi *et al*. (2011) investigated the function of *mandor*. The conclusion shows that *mandor* becomes labor supply and also be used as an agent in delivery and implementation of safety information. Pendleton (2011) examined the effectiveness of formal and informal leaders in construction industry. It was concluded that formal leader is more efficient in construction industry. Formal leaders have a better education but informal leaders are usually more experienced. Informal leaders have low efficiency because they does not have authority can make decisions quickly. Soemardi, *et al* (2011) discusses the *mandor* competence as a decisive role in construction project; supervisors are required to have a standard competency in order to perform their job well. Justice (2013) conducts research on leadership from the perspective of Indonesia workers. The conclusion is workers prefer leaders who appreciate the performance by giving a gift, transactional elements evident of leadership.

Phenomenon of the worker cultural change and its effect on construction project management was never discussed. More complex demands for construction management, international standardization in skill and quality give a more challenge for construction workers. Worker culture also experienced a shift. Some cases shows positive changes while in many respects shows decreased or negative changes.

This research was conducted with qualitative methods in order to explore deeply the culture change of construction workers in East Java and its effect on construction project management. Most of construction workers and *mandor* are ethnic Javanese. Therefore, this study took Javanese informants consisted of ten informants of construction workers and one informant from *mandor*. The result of this study could be a reference for construction company to determine the most appropriate construction methods when working on projects in Indonesia. Knowing these things are expected can to fulfill all modern construction management demands without many obstacles due to cultural changes in construction workers.

Construction Workers Phenomenon In Indonesia:

Indonesia construction workers at lower level experience a cultural shift. Last ago, seasonal workers come from rural areas and work on construction projects for a certain period of time (Shahrir, 1991; Soemardi, *et al*. 2011; Anwar, 2001). Recently, where fields and rice paddies are endangered due to conversion to other land usages, number of farmers reduces significantly. Due to lack of education and skills, they work as part time labor who works from one project to another (Soemardi, *et al*., 2011).

Construction workers at lower levels can be regarded as the poor. Their wages are very low because they do not have special skills (Well, 2006). They do not get insurance, health insurance and annuities from company because they are only temporary workers (Saxena, 2009). Due to work nature is only temporary while the main work is in construction industry; work continuity becomes a major challenge for construction workers. This condition fades worker loyalty to a *mandor*, but *mandor* should ensure the sustainability of continuous employment. Stopping work for three days make they will have trouble. Family life needs is depend on work with very little wages. This condition makes them have to have a lot of acquaintances to *mandor* so when one *mandor* does not have a job he can take another *mandor*.

Construction Project Management:

Gray & Larson (2006) defines the construction project management as art of directing, coordinating human and material resources throughout the life of a project, using modern management techniques to achieve the objectives set within scope of cost, time, quality and participation. Suharto (1997) explains that construction project management system is based on three things: time, cost and quality that controlled by humans as a regulator and executing the project. Construction management is how the resources involved in project can be applied rightly. Resources in construction projects are grouped in 5M (manpower, materials, machines, money and method) (Suharto, 1997; Maredith & Mantel, 1989). Construction project management has the sense of a method/technique/process to achieve a certain goal by using existing resources effectively through following actions:

1. Planning

2. Organizing
3. Actuating
4. Controlling

The project is an effort to achieve a particular purpose with limited time and resources. Definition of construction project is an effort to achieve a result in form of buildings/infrastructure (Maredith & Mantel, 1989). Definition of "Construction Project Management" is a method to achieve an outcome in form of buildings/infrastructure with limited time and effective resources usage, through planning, organizing, actuating, and controlling.

Construction projects success is strongly affected by human resources. One key success of construction project is human resource management (Suharto, 1997). Although all parts are planned properly, improper worker can makes whole process will fail. Labor cost is one biggest part of a construction project (Khoramshahi, Dehghan, & Mortaheb, 2006). Therefore, strong human resource management system is most valuable asset in construction industry at 21st century (Tabassi & Grill, 2009). Yong and Mustaffa (2012) also show a strong consistency of human factor importance for construction industry success in Malaysia.

Methodology And Data Collection:

Phenomenological research approach is aimed to uncover and understand meaning (noumena) behind the phenomenon of individuals who take action based on their own perception as well as background for his actions (Fatchan, 2009). Judging from basic approach of strategy analysis, phenomenology is shows about understanding the meaning or significance of reflection at micro level and one research field with participatory observation strategy (Miles & Huberman, 2001).

In-depth interview is conducted to construction informants to know and understand the meaning. Ten informants of construction workers are selected based on following criteria:

1. Javanese
2. Having family
3. Do not have another job besides being a construction worker
4. More than five years work in construction field
5. At lower level workers/informal workers
6. Relying on *mandor* to find a job

In-depth interviews are also conducted by a *mandor* to know the truth of construction workers information. *Mandor* also provide other information that is not obtained from the workers. *Mandor* is selected based on condition that he is still actively work in construction field and has become a *mandor* at least 15 years so he know the culture shift of construction workers.

Research Findings And Discussion:

Lower Workers Loyalty to *Mandor:*

Modern construction management that has been widely used in Indonesia construction industry is not shift labor management patterns of lower levels. Construction companies still rely on supervisor as a provider and manager of labor even though the current position is not as strong as the past *mandor* (Lukiyanto; 2015). The changes of construction work from part time job to become primary job can decline construction workers loyalty to *mandor* as a group leader.

Nine from ten informants (construction workers) give the same answer. Loyalty to *mandor* current already changes. They must fulfill families need. It makes them may not only follow one *mandor* because after the completion of work there is a grace period until the *mandor* to get a job again. They also need Humble, jobs change when there is an offer from another *mandor* with higher wages. Embarrassment, *ewuh pakewuh and tepo sliro* as the teaching of Indonesian culture is forced out in pursuit life need. Positive things that have been made in order to maintain traditional oriental and good relations with *mandor* are they asked for permission to move to another place. Most *mandor* will allow or not by considering the ability of *mandor* itself.

One other informant says little different because he follow the *mandor* of his own brother,

"I follow the *mandor* only because he is my own brother. I more often be trusted to finish his project independently, and fortunately the *mandor* has a lot of project. So I do not worry of idle. When no work, he usually entrust me to work to other *mandor*, but when he get project, he call me b back ".

Lower loyalty to group leader would bring a negative effect on *mandor* management itself. The most serious effect to *mandor* is the difficulty to get workers and qualified workers in accordance with skills expected. Worker with low loyalty is very possible to switch to other *mandor* and the projects will unfinished because many workers switch to better wages. The apparent implication for construction management is a setback of target time. These conditions consistent with opinion of Pendleton (2011) that difficulty to integrate informal leadership patterns with formal system in construction industry can make the completion of projects often late. Therefore, company's management should select a right *mandor* to achieve a targeted completion time and work quality.

Looking at positive side, when workers want to switch job, there is still a chance for mandor to keep their workers to stay work. Ability to approach labor both as a leader and a friend make him became the key to success to keep the existing team. These must be considered by company management when determining the *mandor* who will be invited to work together to provide manpower, and also considering how much the power of *mandor*.

Lower Workers Skill:

Lower worker loyalty towards a *mandor* also decreases opportunity to learn. If the workers loyal to a *mandor*, he will be taught a new job by *mandor* and certainly will add skill of worker. *Mandor* concern to teach workers to make workers with particular skills is ready. In addition, quality demands of project management will be easily achieved by *mandor*. *Mandor* must expend energy and time may reduce profits to teach thir workers. This certainly will not be done if the worker only works temporarily. Having workers with specific skills become another advantage for *mandor*. Modern construction management system is not only required to master a lot of work in field but also having certificate from a particular institution. Workers with one skill mastery can include certification and will make value-added to *mandor* when he is offered construction company. Workers with skills and certificates can enter to the higher level. It will certainly follow higher wages received.

Contrary to modern construction project management requirements that requires the expertise of certified workers (Adhi & Ni'am, 2012); these conditions create difficulty to meet the administrative requirements of project. To overcome it, informants (*mandor*) said the same thing. Company set up some necessary certificates; company created a certificate on behalf of others, and is used as the company's archives. When there is an examination of authorities, *mandor* asked to prepare workers claimed as stated in certificate. This method is common practice in construction company in Indonesia and also justified by project manager.

Transactional Culture:

Less strong binding between workers and *mandor* due to short time relationship, limited to project completion. In addition, loyalty fade is caused of less familiar relationships to make transactional attitude among them. Workers want maximum results for short period work. Wage bargaining and facilities is done before starting the job. The *mandor* would not want to lose those workers. *Mandor* calculates how much the workers wage. M*andor* often do not know the workers performance to approve the request. In practice worker that below *mandor* expectations certainly would be dismissed without waiting for a project completion. Dealing with this transactional attitude, *mandor* sometimes also provides employ contract system instead of daily wages. Workers are paid based on volume of work completed.

Transactional attitude switches functional structural culture of Indonesian, especially Javanese (Daryono, 2006), where every employee understands the capacity, tasks and responsibility each other without command and control. However, this transactional attitude is a good compromise to anticipate the economic demands and business interests of capitalist culture. When done with responsibility by both parties this is become a way to achieve their respective goals without harming each other. Transactional attitude can motivate workers to work better and improve the overall organization's effectiveness (Manzoor, 2012). In fact, not all employees understand the transactional attitude as a compromise. Most informants understand that transactional is price he has to offer and should be followed by other party, even this is not necessarily balanced with good performance.

"I do not work if the wage differs with my request; still there is much other work. If the workplace is uncomfortable and working hours are too tight, I also do not want to work or doing work carelessly. Although *mandor* get a lot of profit, I still paid daily ".

This opinion is justified informants (*mandor*) who said that most workers are stubborn. They want to win themselves even wants light work, short time to work but ask for higher wage. The older workers (two of ten informants) do not behave like that. Culture and manners heritage still attached to them so that *sungkan* (respect) and and *tepo sliro* (tolerance) still hold in high regard. It is shown by following informant statements:

"I still have a sense of humble and sorry also to *mandor* when I already paid on demand but my work bad, so I usually choose win-win condition. I am paid in according to what I work. M*andor* also have looking for money so I should have a sense of *tepo sliro* ".

Indonesia construction workers today have same attitude, workers are more likely to become transactional (Ratam & Mazzarol, 2004; Justice, 2013). Transactional culture of construction workers will affect the performance of *mandor*. *Mandor* would be transactional as well. Last ago the *mandor* can rely Javanese culture that is both functional structural where workers already know what needs to be done without waiting for orders, it is not like that anymore. Worker close supervision to be able to achieve the targets set. *Mandor* greatly affected by workers attitude, or the authentic transformational leadership style that has been widely used in construction industry in developing countries is difficult to implement (Ofori & Toor; 2012). The effect of modern construction management application is the difficulty to reach target, and monitoring should be improved in order to achieve maximum results.

Transactional culture within construction worker does not necessarily make them leave the entire teaching philosophy of Javanese, still there are teaching be done. Basic rules of Javanese society prefer the harmony principle and respect for nature, creator, ancestors, teachers, parents, nation, state, and religion (Suseno, 1993). Javanese are generally also put harmony in social life (Suseno, 1993; Daryono,

2006). Dissent in transactional culture is done with a smooth and mutual understanding to avoid conflict.

"If do not agree with wage, I does not go with him, but I still maintain good relations with *mandor*. Sometimes I still say hello. Good relationship will create no harm, when I need a job and he has job so I can join too ".

Informant (mandor) said the same thing:

"We should not hurt if people do not want to work with us. They are free to follow anyone. But with good relationship, when I has project and he is unemployed, he will joint. Adversely, one day I has trouble to find workers"

However, *mandor* should be firm without *tepo sliro*/humble to supervise even lay off the bad workers in order *mandor* can finish the responsibility.

Conclusions And Suggestions:

Referring the concept of Maredith & Mantel (1989), to achieve a certain goal, construction project management should use resources effectively by planning, organizing, actuating and controlling. Cultural shift of construction workers makes specific actions to achieve the goal of construction projects. To achieve the desired effectiveness, it should consider what action from cultural shift. The conclusion this study is shown in table 1 below.

Table 1: The effect of cultura shift of construction workers.

Culture Shift	Effect	Solution
Lower worker loyalty to mandor	- Difficulty to find workers - Barriers to reach the target time - Low quality assurance	- Planning is done more thoroughly - Tighter supervision
Lower worker skill	- Lower quality assurance - Difficulty to meet the requirements related to project administration certification	- Continue supervision of project management - Anticipating the administrative condition
Transactional culture	- Difficulty to meet the required labor - Requires continue supervision and technical guidance - Higher labor costs	- Tighter planning - Continue control

Table 1 shows that cultural shift in Indonesian construction worker affect on construction project management. Significant effect is happened on planning and supervision process. Project planning needs to be done with details, including workforce readiness to achieve the targets. It needs specific discussion related to labor to plan project management. *Mandor* difficulty to get worker and low skill levels should takes into account to cooperate with several *mandor* in a construction project. Cooperation with more *mandors* can reduce the risk due to less amount of worker that less loyal to *mandor*.

Supervision also becomes an important part to be enhanced in facing workers cultural shift. If in past the supervision is delegated to *mandor*, *mandor* makes lose supervision because effect of Javanese culture is still strong. Functional structural of cultural teachings makes workers need low supervision because they are aware of duties and responsibilities each other. Lower worker loyalty to *mandor* and transactional culture in construction workers can makes construction companies do not fully delegate supervision to *mandor*. They need to make direct supervision to workers to meet time and quality targets.

In addition to two conditions above, *mandor* has limitation to provide certified worker, construction companies need to create their own certificate. This certificate must be owned by a construction company when they use the services of a *mandor*. It deviates to pattern of modern construction project management, but it had to be done to deal with demands of modern construction project management that can be combined with traditional construction project management at East Java. Dilemma or inability of construction company to implement the modern construction project management should be anticipated to finish job.

This study has several limitations. This study results still does not measure how much effect of cultural shift of construction workers on modern construction project management application. It needs to do research with quantitative methods to determine how much the effect. In addition, still there is lot of other effect that need to be revealed as a result of cultural shift of construction workers for implementation of modern construction project management. From leader point of view, it need to explore the culture shift of construction workers to decide the most effective leadership style in order to meet goals, and many other things can be revealed as new findings for science development.

REFERENCES

Adi, H.P., N.F. Ni'am, 2012. Improving skill's strategies of Indonesian construction labours to have global competitiveness International Journal Of Civil And Structural Engineering, 3-1. © Copyright by the authors - Licensee IPA- Under Creative Commons license 3.0 Research article ISSN 0976 – 4399 doi: 10.6088/ijcser.201203013014

Anwar, C., 2001. Labour Mobilityand Dynamics Of Contruction Industry Labour Market. Google Books : https://books.google.co.id/book?id

Budiwibowo, A., B. Trigunarsyah, I.S. Abidin, H.G. Soeparto, 2009. Competitiveness of the

Indonesian Construction Industry. Journal of Construction in Developing Countries, 14(1). PENERBIT UNIVERSITI SAINS MALAYSIA I51.

Daryono, 2006. Etos Dagang Jawa : Studi Terhadap Pemikiran Sri Mangkunegara Iv. Thesis Progran Pasca Sarjana Institut Agama Islam Negeri Walisongo Semarang.

Fatchan, H.A., 2009. Metode Penelitian Kualitatif Beserta Contoh Proposal Skripsi, Tesis dan Disertasi. Penerbit Jenggala Pustaka Utama, Surabaya.

Gray, C.F., E.W. Larson, 2006. Project Management : The Managerial Process, The Mac Grow Hill Companies, Inc. 3th edition.

Geertz., C., 1960. The Religion of Java. The University of Chicago Press, chicago 60637, Phoenix Edition, 1976.

Hofstede, Geert, 1980. Culture's Consequenses: International Differences in Work-Related Values. California: SAGE Publications, Inc.

Irawanto, D.W., 2009. An Analysis Of National Culture And Leadership Practices In Indonesia. Journal of Diversity Management – Second Quarter 2009 Volume 4, Number 2.

Justice, O.B., R. Adison, F.S. Ade, 2013. Effective Leadership in the Eyes of Followers: An empirical study in Indonesia. Journal of Transformative Entrepreneurship ISSN: 2289-3075 1(1): 14-24.

Jha, K.K., 2002. Informal Labour in the Construction Industry Nepal. international labour organization Sectoral Activities Programme, Working Paper 187(Sept.).

Khoramshahi, F., R. Dehghan, M.M. Mortaheb, 2006. Factors Influencing Construction Productivity. The 10th East Asia-Pacific Conference on Structural Engineering and Construction, Bangkok, Thailand, 3-5,

Koentjaraningrat, 1984. Kebudayaan Jawa. Jakarta: Balai Pustaka.

Lukiyanto, K., S. Margono, E.A. Troena, Noermijati, 2015. Construction Workers Phenomenon and Java Traditional Leadership of Modern Construction Management in Indonesia. International Journal of Business and Management Invention, Vol. 4 issue 2 , Feb. 2015, pp.09-13

Lussier, R.N. and C.F. Achua, 2010. Leadership : Theory, Application, and Skill Development, 4th Edition (Mason, Ohio : South-Western Cengage Learning, 6.

Manzoor, Q.A., 2012. Impac of Employees Motivation on Organizational Effectiveness. Business Management and Strategy, 3-1.

Mitullah, W.V., I.N. Wachira, 2003. Informal Labour in The Construction Industry in Kenya : A Case Study Of Nairobi. Working papers are preliminary documents circulated to stimulate discussion and obtain comments, International Labour Office Geneva.

Meredith, J.R., S.J. Mantel, 1989. Project Management : A Managerial Approach. 2th, John Wiley & Sons, Inc. Canada

Milles, M.B., A.M. Huberman, 2001. An Expanded Sourcebook : Qualytative Data Analysis. Sage Publication London

Ofori, G., S.R. Toor, 2012. Leadership and Construction Industry Development in Developing Countries. Journal of Construction in Developing Countries, Supp, 1: 1-21 © Penerbit Universiti Sains Malaysia.

Olken, B.A., 2006. Do Tand Radio destroy Social Capital? Evidence From Indonesian Village. Working Paper 12561 http://www.nber.org/papers/w12561 National Berau of Economic Reasearch 1050 Massachusetts Avenue Cambridge, MA 02138 October 2006 I

Pendleton, G.B.J., 2011. The Informal Leader's Role on Construction Sites: A comparative analysis of formal and informal leadership structures within the construction industry. Thesis the faculty of the Virginia Polytechnic Institute and State University, Master of Science In Building/Construction Science and Management.

Ratam, D.A., T. Mazzarol, 2004. A Model of Leadership, Strategy and Company Structure in Innovative Indonesian SME. Paper presented at Australia and New Zealand Academy of Management (ANZAM) Annual Conference, 8-11 Dunedin, New Zealand.

Saxena, S., 2009. Problem Of Labours On Coctruction : A Qualitative Reasearch. International Reasearch Journal ISSN-0974-2832, II-7.

Sjahrir, K., 1991. Workers in the Indonesian Construction Industry. ProQuest Dissertations and Theses; ProQuest Dissertations & Theses Full Text.

Soeharto, I., 1997. Manajemen Proyek : Dari Konseptual Sampai Operasional. Penerbit Erlangga Jakarta, cetakan ke, 3.

Soemardi, B.W., I. Soenaryo, E. Wahyudi, 2011. The Role and Function of Mandor in Construction Project Organization in Indonesia SienceDirect, Procedia Engineering, 14: 859–864.

Suseno, F.M., 1993. Etika Jawa : Sebuah Artikel Falsafah Tentang Kebijaksanaan Hidup Jawa. Edisi ke 5, PT. Gramedia Pustaka Utama, Jakarta

Tabassi, A.A., A.H.A. Bakar, 2009. Training, motivation, and performance: The case of human resource management in construction projects in Mashhad, Iran. International Journal of Project Management, 27: 471-480.

Wells, J., 2006. Labour Subcontracting in the Construction Industries of eveloping Countries : An Assessment from Two Perspectives. Sectoral Activities Department, International Labour Office, Geneva. Now with Engineers Against Poverty, 1 Birdcage Walk, London SW1H 9JJ.

Yong, Y.C., N.M. Mustaffa, 2012. Analysis of Factors Critical to Construction Project Success in Malaysia. Engineering, Construction and Architectural Management Vol. 19 No. 5, pp. 543-556r Emerald Group Publishing Limited 0969-9988 DOI 10.1108/09699981211259612.