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Research of Teamwork, Leadership and Decision Making for Boarding House Under Temporary Building Permit

Risky Elia Putra¹, Wahyu Indra Sakti²

Master Student of Civil Engineering, Tarumanagara University, Jakarta, Indonesia¹

Doctor Lecture of Civil Engineering, Tarumanagara University, Jakarta, Indonesia²

ABSTRACT: In this modern age, there are many developments in all sector. Developments takes part almost in every places even remote areas. Development activity is expected to improve country's economics growth and to embody social welfare. In this case, Government has duties and responsibilities to emphasize social welfare for its citizens. Government through Ministry of Home Affairs' Regulation No. 24 Year 2006 established the one stop integrated service (PTSP) and Jakarta as the capital city on 2015, Jakarta's Government also established the one stop integrated service agency. To improve the ease of doing business and investment for entrepreneurs and investor, the agency was changed to Investment Board and one stop integrated services (DPMPTSP) on January 2017. This thesis is to analyze all factors and to assess correlation between all of those factors and intangible such as team work, leadership and decision making. The method used is descriptive qualitative method, held by conducting interviews and questionnaires. By doing interviews and questionnaire survey, all factors and tangled up to each other. Effective leadership can optimize team building. In this case is how to build a solid team for building permit (IMB). For example, to reach decision for Boarding House project and temporary permit is based on team concession and uniforming perception. Leader will arrange internal meetings, and let all of the team's member discuss after reaching agreement and do the decision making. Team will decide to grant or not to grant the temporary building permit. Based upon circular letter of Head of Investigation and Integrated Permit Agency of Jakarta Province No. 78/SE/2016 about Building permit mechanism for existing buildings that haven't acquired the building permit (IMB) and its transgression. Regulation is also based on Local Regulation No. 1 Year 2014. The transgression building have to be built and reconstructed in accordance to all specified regulations before February 18th, 2019 by submitting the statement letter.

KEYWORDS: Teamwork, Leadership, Decision Making, Factor, Temporary Building Permit (IMB).

I. INTRODUCTION

Government through the Minister of Home Affairs Regulation No. 24 of 2006 formed the PTSP and Jakarta as the state capital in 2015 established One Stop Integrated Service Agency then changed its name in January 2017 to the One Stop Investment Service and Integrated Service (PM & PTSP Service) in order to provide convenience to the community and business people in investing. With PTSP all services both permits and non-permits in Jakarta are facilitated in one door, the community does not need to go far to get services. PTSP is formed at the subdistrict, district, mayor and provincial levels. The process of making a Building Permit is already a matter of fundamental concern, including community in the City of DKI Jakarta. There are still general weaknesses that currently happening, related to government apparatus services that have not been effective. These weaknesses include complicated service mechanisms, lack of certainty in administrative requirements, lack of openness in procedures for obtaining services, inefficient services, and lack of fairness in service delivery, as well as several factors that can affect the service itself. These conditions, are influenced by the community, the ability of employees, regulations applied, and supporting

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Vol. 8, Issue 1, January 2019

facilities. Generally, public community is not satisfied with the services provided, so that it has an impact on the indicators there are still some people who choose not to have permission when installing a building. This problem has not been resolved by the DKI Jakarta City government due to the lack of maximum service.

This research aims to looking for factors in team work, leadership and decision making, look for and examine the pattern of relationships between the factors in Team work, Leadership and Decision Making, as well to analyze and find the best linkages from Teamwork, Leadership, and Decision Making.

II. LITERATURE REVIEW

One Stop Integrated Service (PTSP) DKI Jakarta

In managing public service models such as one stop service or translated into one-stop integrated services according to Kubicek and Hagen in Rusli (2010), there are several aspects that need to be considered, i.e aspects of coordination between government institutions which is providing services, legal aspects, technology, human resources and budgeting. In other words, the development of customer-oriented public service models must pay attention to institutional capacity and authority, system and service ethics, physical infrastructure of services, HR capacity and provide incentives.

Teamwork

Teamwork consists of a group of employees coordinated by the team leader and or a manager (Heidi, 1998). In general, teamwork is formed as an organizational requirement so that the goals of a company can be achieved. With teamwork, it is expected that the control function will run more effectively and efficiently. Work conflicts or deviations can be minimized to a minimum with strong leadership from a manager. The mechanism of relations between fellow partners can also running intensively. Leadership that is centered on principle is not a system of attaining an artistic mental spirit. Such people like that, would become catalysts. They become small steering wheel driving a large steering wheel, which moves the ship. The resilience of a work team is characterized by selected people who occupy certain positions and are able to carry out their duties in accordance with their competency. The success of the team is the accumulation of the process and work performance of each employee. Even if there is an evaluation of a job, an analysis process should be carried out by understanding the overall information (Boulton, 1984). It is necessary to understand the causal relationship of all available information before carrying out a more in-depth analysis (Alfred, 1978).

Leadership

The leader is the ability and skill of someone who occupies a position as the head of a work unit to influence the behavior of others, especially subordinates to think and act in such a way that through positive behavior he makes a real contribution in achieving organizational goals (Saidi, 2007). Leadership is the applied science of the social sciences, because the principles and formulations are expected to bring benefits to human welfare (Kartono, 2006). There are many insights put forward by experts according to their respective points of view, these definitions show some similarities in between. Leadership is the process of influencing or exemplifying held by leaders to their followers in an effort to achieve organizational goals. The natural way of learning leadership is "doing it in work" with practices such as apprenticeship on an expert artist, craftsman, or practitioner. In this case, the expert is expected to be part of his role in providing instruction. From several definitions above, it can be concluded that leadership is the ability to influence other people, subordinates or groups, the ability to direct subordinate or group behavior, have special abilities or expertise in the field desired by the group, and to achieve organizational or group goals.

Decision Making

Decision making is a very important thing and can have a very significant influence. Even so, it is very wrong if staff consider only managers to make decisions. Therefore, even though decision making is an important managerial process, basically decision making is a process that is carried out by each person. Decision making is essentially a systematic approach to the substance of a problem. Collecting facts and data, determining the nature of the alternatives faced and taking actions according to calculations are the most appropriate actions. From this definition can be

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interpreted in the decision making process nothing happens by chance. Decision making must be based on certain systematics, i.e: taking into account the organization's capabilities, available personnel, the environmental situation that will be used to carry out the decisions taken.

Building Regulation

Technical guidelines for building regulation for spatial use are intended for all communities and related parties who will carry out spatial utilization activities. Every person and businessman who has obtained a space utilization permit and will make changes to these permit, if there is a disagreement with the permit that has been issued, the licensing process can be followed up after the non-compliance meets the building regulations as meant in paragraph (1) and/or reported in advance to the Governor through BKPRD (according to Perda No.1/2014). The building regulation as intended, include:

- a. Intensity of Space Utilization;
- b. Planning Field (PF);
- c. Building Management;
- d. Utilization of Water Surface;
- e. Utilization of River and Reservoir/Artificial Lake Border Space; and
- f. Utilization of Space Under the High Voltage Line.

The regulation of Building management toward building unit must meet the requirements of main building regulations. Regulation on the building management as referred to in Article 2, must be contained in the permit for utilization of space and is the obligation of the permit holder to carry out. The intensity of space utilization referred in this document includes:

- a. Building Base Coefficient (BBC);
- b. Building Floor Coefficient (BFC);
- c. Building Height;
- d. Basement Tread Coefficient (BTC); and
- e. Green Base Coefficient (GBC).

III. RESEARCH METHODOLOGY

This research is using qualitative descriptive research. The data used in this study are mainly in the form of words, sentences or images that have more meaning than numbers or frequencies. To obtain or test the collected data, triangulation testing techniques are used. This can be achieved by following:

1. Comparing between observational data and interview data.
2. Comparing between what people say about the research situation and what they say all the time.
3. Comparing between the results of interviews with the contents of a related document.

The model consists of three main things, as follows:

1. Data Reduction
2. Data Presentation
3. Conclusion and Verification

The reduction and presentation of this data must be compiled when it has obtained data units from a number of units needed in the research. When data collection is over, conclusions and verifications are carried out based on all things contained in the reduction and presentation of the data. If the conclusions are felt to be unstable because of the lack of formulation in the reduction or presentation of the data, the researcher must return to carrying out data collection that have been focused on finding supporting conclusions and also for data deepening.

International Journal of Innovative Research in Science, Engineering and Technology

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Vol. 8, Issue 1, January 2019

Chart 1: Project Data of Temporary Permit Board Housing

Case	No. PIMB / Year	Surface Area (m ²)	Floor Area (m ²)	Total Floor Area (m ²)	Floor	Issue
1.	366 / 2017	182	87,29	231,99	3	Building infringe borderline (GSB)
2.	411 / 2017	240	92,39	264,69	3	Building infringe rear clearance
3.	118 / 2018	171	82,27	243,52	3	Building exceed technical limits

IV. STUDY AND DISCUSSION

Case 1

Based on the discussion and coordination of the IMB Technical Team, the results of the research analysis were obtained for a literature review in the chart below:

Chart 2: Analysis of Discussion Process and Case Coordination 1

No.	Process	Description	Factors of Teamwork	Factors of Leadership	Factors of Decision Making
1.	3	The IMB Technical Team performs initial validation of the application file.	- Fast response - Task Distribution	-	- Team Agreement
2.	5	The IMB Technical Team makes a Disclaimer Letter	- Matching objectives in carrying out tasks	-	- Applicable procedures
3.	6	The IMB Technical Team perform discussion and coordination related to the explanatory note on the field inspection	- Focus on the task - Intensive communication	-	- Alternative solutions
4.	7	The IMB Technical Team performs discussions and coordination related to inspection of construction calculations and drawings	- Shared responsibility - Focus on the task - Talent recruitment	-	- Applicable procedures
5.	8	The IMB Technical Team concluded that the process of discussion and coordination of the IMB Case 1 application can proceed to the approval process of the Coordinator of the Development Implementation Unit	- Equalizing goals - Intensive communication	-	- Team Agreement
6.	10	Implementing Unit Coordinator approves the final results of the team decision	-	- Teamwork coordination	- Acceptance of team decisions

So, in order to build Teamwork, a common vision, mission and goals are to be achieved by continuing to brainstorm so that mutual agreements can be reached. One aspect that is built is a definite division of tasks so that each member understands their obligations. Furthermore, it will be able to develop a sense of responsibility for the IMB Technical Team.

International Journal of Innovative Research in Science, Engineering and Technology

(A High Impact Factor, Monthly, Peer Reviewed Journal)

Visit: www.ijirset.com

Vol. 8, Issue 1, January 2019

Case 2

Based on the discussion and coordination of the IMB Technical Team, the result analysis of the research is obtained for a literature review in the chart below:

Chart 3: Analysis of Discussion Process and Case Coordination 2

No.	Process	Description	Factors of Teamwork	Factors of Leadership	Factors of Decision Making
1.	3	The IMB Technical Team performs initial validation of the application file.	- Maximizing resources	-	- Team Agreement
2.	5	The IMB Technical Team makes a Disclaimer Letter	- Open and rational communication	-	- Applicable procedures
3.	Step 2 Process 3	The IMB Technical Team performs initial validation of the application file.	- Focus on task	-	- Team Agreement
4.	Step 2 Process 5	The IMB Technical Team continues to the next process	- Equalizing goals	-	- Applicable procedures
5.	6	The IMB Technical Team perform discussion and coordination related to the explanatory note on the field inspection	- Shared responsibility - Intensive communication	-	- Alternative solutions
6.	7	The IMB Technical Team performs discussions and coordination related to inspection of construction calculations and drawings	- Focus on task - Talent recruitment	-	- Applicable procedures
7.	8	The IMB Technical Team concluded that the process of discussion and coordination of the IMB Case 2 application can proceed to the approval process of the Coordinator of the Development Implementation Unit	- Equalizing goals - Intensive communication	-	- Team Agreement
8.	10	Implementing Unit Coordinator approves the final results of the team decision	-	- Unification of perception	- Acceptance of Team Decision - Regular decision

So, the ability to foster relationships between members of the IMB Technical Team is an adhesive to bring together team members through mutual respect and receiving input from colleagues which can later lay the foundation for a good relationship.

Case 3

Based on the discussion and coordination of the IMB Technical Team, the result analysis of the research is obtained for a literature review in the chart below:

International Journal of Innovative Research in Science, Engineering and Technology

(A High Impact Factor, Monthly, Peer Reviewed Journal)

Visit: www.ijirset.com

Vol. 8, Issue 1, January 2019

Chart 4: Analysis of Discussion Process and Case Coordination 3

No.	Process	Description	Factors of Teamwork	Factors of Leadership	Factors of Decision Making
1.	3	The IMB Technical Team performs initial validation of the application file.	- Fast response	-	- Team Agreement
2.	5	The IMB Technical Team makes a Disclaimer Letter	- Increased group effectiveness	-	- Applicable Procedures
3.	Step 2 Process 3	The IMB Technical Team performs initial validation of the application file	- Shared responsibility	-	- Team Agreement
4.	Step 2 Process 5	The IMB Technical Team continues to the next process	- Equalizing goals - Intensive communication	-	- Applicable Procedures
5.	6	The IMB Technical Team perform discussion and coordination related to the explanatory note on the field inspection	- Shared responsibility - Intensive communication	-	- Alternative solutions
6.	7	The IMB Technical Team performs discussions and coordination related to inspection of construction calculations and drawings	- Focus on task - Talent recruitment	-	- Applicable Procedures
7.	8	The IMB Technical Team concluded that the process of discussion and coordination of the IMB Case 3 application can proceed to the approval process of the Coordinator of the Development Implementation Unit	- Equalizing goals - Intensive communication	-	- Team Agreement
8.	10	Implementing Unit Coordinator approves the final results of the team decision	-	- Unification of perception	- Acceptance of Team Decision

Hence, by showing openness to the input, leadership contributes to building trust that enables IMB Technical Teams to be more open to teamwork. Good relations that are built will develop reciprocal attitude for a long term. A reciprocal attitude will form a pattern of ‘give and take’, so that everyone who receives will also give.

Link Pattern of Teamwork, Leadership, and Decision Making

From the results of the factors that researchers have found, the researchers then look for patterns of links that presented in Teamwork, Leadership, and Decision Making. Following are the pattern of links:

Chart 5: Link Pattern of Teamwork, Leadership, and Decision Making

No.	Teamwork	Leadership	Decision	Decision Making
1.	Looking for root-issues	Held internal meeting	Group	Team Agreement
2.	Try out several alternative of troubleshooting	Held internal meeting	Group	Team Agreement
3.	Request advice from colleagues whom experienced	Discuss and make decisions together	Group	Team Agreement
4.	Verify data for its completeness and validity	Implement the applicable SOP	Individual	Applicable regulation
5.	Done promptly and precisely in	Implement the applicable SOP	Individual	Applicable regulation

International Journal of Innovative Research in Science, Engineering and Technology

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Visit: www.ijirset.com

Vol. 8, Issue 1, January 2019

	accordance with regulations			
6.	Divide tasks with teammates according to their competencies and in accordance with applicable regulations	Division of work team	Group	Team Agreement
7.	Discuss carefully with teammates	Held internal meeting	Group	Team decision
8.	Request advice and input among teammates	Held internal meeting	Group	Team Agreement
9.	Appreciate the opinions of teammates when they speaking	Discuss and make decisions together	Group	Team Agreement
10.	Give good appreciation to teammates when they already finish their task	Implement the applicable SOP	Individual	Applicable regulation
11.	Always honest and aboveboard	Implement the applicable SOP	Individual	Applicable regulation
12.	Good behaviour and a bit humorous	Discuss and make decisions together	Group	Team Agreement
13.	Receive teammate input	Discuss and make decisions together	Group	Team Agreement
14.	Re-checking the validity of data	Implement the applicable SOP	Individual	Applicable regulation

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

From the results of research and discussion on the Research of Teamwork, Leadership, and Decision Making for Boarding House Projects Under Temporary Permits, it can be summarized as follows:

A. Factors of Teamwork, Leadership, and Decision Making

Factors of Teamwork:

1. Perceptive response by finding the root of the issue
2. Perceptive response by trying several alternative of troubleshooting
3. Perceptive response by request advice from colleagues whom experienced
4. Focus on the task by verifying data for its completeness and validity
5. Focus on the task, the tasks given by the leader must be done promptly and precisely in accordance with the regulations
6. Focus on the task, the tasks given by the leader through the division of tasks with teammates according to their competence and in accordance with applicable regulations
7. Deployment of abilities by discussing it carefully with teammates
8. Deployment of capabilities by asking for advice and input among teammates
9. Intensive communication by appreciating the opinions of teammates when they speaking
10. Intensive communication with good appreciation to teammates when they already finished their task
11. Intensive communication through always being honest and aboveboard
12. Intensive communication through good behavior and a bit humorous
13. Intensive communication by accepting input from teammates
14. Responsibility by re-checking the validity of data

Factors of Leadership:

Implementation of tasks by implementing applicable SOP

1. Coordination of work groups by holding internal meetings
2. Strategic steps by dividing the work team
3. Equalizing perceptions by holding internal meetings and making decisions together
4. Equalizing perceptions by discussing and making decisions together

Factors of Decision Making:

1. Build upon the agreement of Team A

International Journal of Innovative Research in Science, Engineering and Technology

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Visit: www.ijirset.com

Vol. 8, Issue 1, January 2019

2. Based on applicable regulations
 3. Equalizing the results of team A's decisions based on technical assessments and field surveys
 4. Consider team B's decision
- B. The best pattern of relationship between Teamwork, Leadership, and Decision Making can be seen in chart 5.
- C. Effective leadership lies in optimizing the building of cooperation between the IMB Technical Team and its link with the cooperation of the IMB Technical Team which is a core activity in managing the IMB Technical Team. The best relationship is reciprocal attitude and will form a pattern of mutual giving and receiving, so that everyone who receives also will give. In making decisions for Boarding Projects with Temporary Permits based on team agreement, equating perceptions by holding internal meetings, taking decisions jointly and according to applicable regulations, that can be granted temporary IMB permits in accordance with the Circular Letter of the Head of One Stop Integrated Service (PTSP) No. 78/SE/2016 concerning the Building Permit Mechanism for the IMB application for existing buildings that have not acquired an IMB but there are building areas that are not in accordance with Perda 1 of 2014 and illegal buildings must be demolished no later than February 18, 2019 and complete building demolition statements letter.

Advice

From the conclusion above, the writer can give advice to the parties involved as follows:

1. The IMB technical team is expected to better understand and focus on the IMB application file considering limited time of completion.
2. The IMB technical team after February 18, 2019 reminded the applicant with the temporary IMB to dismantle the building itself in accordance with the demolition statement made by the applicant on the stamp.
3. All parties are expected to work together and aboveboard within decision making.

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