

# The Effect of the Stakeholder's Roles on the Success of Project Implementation in Operation Division 1- DSU 2 Pt Wijaya Karya (Persero) Tbk

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## ABSTRACT

Stakeholders that involved in a construction project are required to have competitive services by creative, innovative, efficient efforts so that everyone understands precisely the needs and expectations of project quality. The purpose of this study is to determine The Effect Of Commitment to Work Implementation, Commitment to Partnerships and Commitment to Employees (the role of stakeholders) on The Success Of The Project Of PT Wijaya Karya (Persero) Tbk's Operations Division 1 DSU 2. The number of population in this study is 86 respondents and the samples are collected using the proportionate stratified random sampling method. Data analysis technique used in this study is quantitative research method with multiple linear regression analysis. The result of the study indicates that Commitment to Partnership has a significant effect on The Success of The Project, Commitment to Work Implementation has no significant effect on The Success of The Project, Commitment to Employee has no significant effect on The Success of The Project and simultaneously, Commitment to Work Implementation, Commitment to Partnerships and Commitment to Employees (the role of stakeholder) significantly affect The Success Of The Project Of PT Wijaya Karya (Persero) Tbk's Operations Division 1 DSU 2.

**Keywords:** Commitment to Work Implementation, Commitment to Partnerships and Commitment to Employees, Stakeholders

## BACKGROUND

Stakeholders are groups or individuals who influence or are affected in the project, are influential in providing input, and obtain benefits from the resulting output. The impact that occurs from stakeholders greatly influences the construction process in producing an output, where the bigger the stakeholder has, the greater the impact on the project being built (Chandra et al, 2011). A good construction project performance will have a good construction project quality. Performance and quality are the ultimate goals of construction project implementation. Stakeholders involved in construction projects are required to have competitive services through creative, innovative, efficient efforts so that all understand exactly the needs and expectations of project quality (Trisnawati et al, 2018). The success of the plantation project is close to the budget and schedule as a performance indicator. Salah also determines the factors that contribute to the project's contribution being too long between researchers and project management (Sufa, 2012).

Many factors cause failure in construction projects, both technical in nature, such as irregularities in the implementation process that do not meet the technical specifications agreed upon in the contract and non-technical factors such as incompetence of business entities, labor, unprofessional managerial governance among the stakeholders involved in

construction projects and weak supervision / supervision. Stakeholders involved in construction projects are required to have competitive services through creative, innovative, efficient efforts so that all understand exactly the needs and expectations of project quality (Trisnawati, 2018).

Stakeholders in this research or what are commonly referred to as Stakeholders are the definition of government agencies, business entities, or individuals who have a relationship and interest in a project activity or the output of the project. Cooperation and coordination that is maintained both vertically and horizontally can increase the opportunity to achieve the objectives expected from the final outcome of the project. Almost every project in a context where stakeholders play a major role in fulfilling tasks.

In dam construction, of course, there are stakeholders who have different interests but still have one goal, namely the creation of a dam that can provide benefits to the lives of many people. A good Stakeholder management process will bring all Stakeholders to the expected goals, besides that it can illustrate the role of Stakeholders in handling dam construction projects. The stakeholder management process includes identification of stakeholders, gathering information about stakeholders, identifying stakeholder missions, determining stakeholder strengths and weaknesses, identifying stakeholder strategies, predicting stakeholder behavior and stakeholder management strategies. The role of stakeholders in dam construction is important to describe in detail, especially considering that dams are complex infrastructure in their development, especially in terms of social and environmental impacts, so the role or expertise of stakeholders in solving these problems which are directly related to the development process is something that must be considered with serious so that the dam construction can achieve the expected goals and within the implementation time.

## **Stakeholders**

The term "stakeholder" is defined as "a group or individual who can influence or be influenced by the achievement of project objectives" (Freeman, 1984), as the basis of stakeholder management. Stakeholders have various levels of rights and responsibilities in participating in the project and this will always change during the project cycle (project life cycle). Stakeholders can have a positive or negative influence on the project.

## **Commitment of Stakeholders to Work**

Stakeholders have various levels of rights and responsibilities in participating in the project and this will always change during the project cycle (project life cycle). Stakeholders can have a positive or negative influence on the project. stakeholder commitment to work or stakeholder work commitment, namely:

- a. The willingness of stakeholders, in this case the stakeholders strive to achieve project objectives, namely by ensuring that the work is carried out successfully and on time / according to deadlines.
- b. Stakeholder loyalty, in this case the stakeholder tries to wish to maintain its membership to continue to be a part of the organization by ensuring closeness to all project members.
- c. Stakeholder pride, in this case the stakeholder feels that the project is an important part, this is shown by being proud to be involved in the project so that it always provides support for the success of the project.

## **Commitment of Stakeholders to Partnership**

Genuine desire means that a committed partner wants the relationship to be sustainable (in a relatively long period of time) and shows an effort to maintain it. Thus commitment is central and crucial in the partnership relationship because it encourages a positive impact on the success of the partnership (Berry and Parasuraman 1991 and Morgan and Hunt 1994). In this study, it is related to the efforts of

stakeholders in pursuing relationships on an ongoing basis and as a form of stakeholder efforts in maintaining it, several benchmarks are used in determining stakeholder commitment to partnerships in this study, namely:

1. Customer feedback (users)
2. Customer (user) commitment
3. Relationships with company employees
4. Cooperation with companies

### Commitment of Stakeholders to Employees

According to the Indonesian Dictionary, commitment is an agreement (attachment) to do something on a contract. Meanwhile, construction project stakeholders can include the government making laws; Project owners, project teams in the form of staff, contractors, suppliers, project managers, senior management, general management, divisions and sections, sponsors, employees, investors / clients, banks, users of products produced by the project (internal or external), the general community, affected people, and who gave views (Weaver P, Bourne L. 2002). In a

construction company there is a link between stakeholders and the company (project team). The company has a project team in which there are employees associated with the project. Not only committed to their work, their partners, but stakeholders must also have a commitment to their employees. This is because employees will provide assistance to project success. This means that stakeholders are committed to maintaining the comfort of employees working on the project.

### Conceptual Framework

Stakeholders involved in construction projects are required to have competitive services through creative, innovative, efficient efforts so that all understand exactly the needs and expectations of project quality (Trisnawati et al, 2018). Project success is often linked to budgets and schedules as performance indicators. However, defining the factors that contribute to the success of the project is a long debate between researchers and project management practitioners (Sufa, 2012).

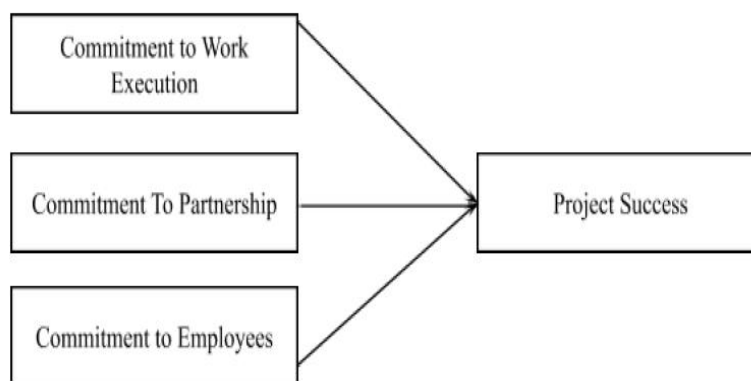


Figure 1: Conceptual Framework

### Hypothesis

The hypotheses in this study are as follows:

1. There is a partially significant effect of commitment to work on the success of the PT Wijaya Karya (Persero) Tbk Operation Division 1 DSU 2 project.
2. There is a significant effect of commitment to the partnership partially

on the success of the PT Wijaya Karya (Persero) Tbk Operation Division 1 DSU 2 project.

3. There is a significant effect of commitment to the implementation of employees partially on the success of the PT Wijaya Karya (Persero) Tbk Operation Division 1 DSU 2 project.

4. There is a significant effect of commitment to work implementation, commitment to partnerships and commitment to employees (the role of stakeholders) simultaneously on the success of the PT Wijaya Karya (Persero) Tbk Operation Division 1 DSU 2 project.

## RESEARCH METHODS

This type of research is descriptive and causal research with a quantitative approach. Causal research examines the causal relationship between two or more variables. Causal research explains the effect of changes in value variations in a variable on changes in value variations in other variables. In causal research, the independent variable is the cause variable and the dependent variable is the effect variable. It is said that the quantitative approach is because the approach used in the research proposal, process, hypothesis, go to the field, data analysis and data conclusions until writing uses aspects of measurement, calculation, formula and certainty of numerical data. This research was conducted at Operations Division 1 DSU 2 PT Wijaya Karya (Persero) Tbk from

May to June 2020. The population in this study were all employees who knew about stakeholders in the implementation of the Operations Division 1 DSU 2 PT Wijaya Karya (Persero) Tbk project. . The number of samples taken using the Slovin and Taro Yamane formula is 71 people. This study used a sampling technique, namely proportionate stratified random sampling. In this study, data were obtained through 2 methods, namely questionnaires and interviews.

The data analysis technique uses the research toolkit as a tool used to obtain and analyze the data obtained; the toolkit in question has been touched on in the stages and research design as well as descriptive analysis for the dependent and independent variables. The classical assumptions, validity and reliability, and research regression were tested using SPSS tools.

## RESULTS AND DISCUSSION

### Classic Assumption Test

The classical assumption test is intended to provide certainty that the simple regression equation in this study is accurate in estimation, unbiased and consistent in this study. Here are the results:

Table 1: Classical Assumption Test Results

Classical Assumption	Results
Normality test	The data normality has been fulfilled
Multicollinearity Test	There is no multicollinearity problem between the independent variables of the study with a VIF value <5.0 and a correlation tolerance value > 0.2 with the category of mild multicollinearity in each independent variable.
Heteroscedasticity Test	Glejser test did not show Heteroscedasticity symptoms because the significance value was more than > 0.05.
Autocorrelation Test	Values between DU and 4-DU indicate no autocorrelation problem. The DL and DU values for 71 samples and 3 independent variables were 1.5284 and 1.7041, respectively.

## Results of Research Model Regression

Table 2: Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	.515 <sup>a</sup>	.265	.232

The adjusted R-square value in the Research Model indicates that the independent variable of the role of the stakeholders together is able to explain 26.5% of the variance of data on the dependent variable of project success. The rest, as much as 73.5% of the variance of

the success data of the PT Wijaya Karya (Persero) Tbk Operation Division 1 DSU 2 project was determined by other variables not examined in this study.

Table 3 provides information that together the independent variables of the role of stakeholders which include stakeholder commitment to work, stakeholder commitment to partnerships and stakeholder commitment to employees are able to significantly influence the success of PT Wijaya Karya (Persero) Tbk's

Operations Division 1 DSU 2 project. This decision is obtained based on the F-count value that is greater than the F-table, or through the F-test significance value that is smaller than 0.05, namely with a Sig F = 0.000 value. Thus the independent variable is true that the role of stakeholders includes stakeholder commitment to work, stakeholder commitment to partnership and stakeholder commitment to employees as predictors of project success. Based on the

information above, it can be said that the success of the project in the Operations Division 1 DSU 2 PT Wijaya Karya (Persero) Tbk is influenced by the role of stakeholders. However, it must be examined more deeply because the role of stakeholders is not up to 30% in this study. So that related parties need to think more deeply about other factors or variables that have the potential to increase the success of the process for  $R_i > R_a$ .

Table 3:F test

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	369.230	3	123.077	8.051	.000 <sup>b</sup>
	Residual	1024.263	67	15.288		
	Total	1393.493	70			
a. Dependent Variable: Project Success						
b. Predictors: (Constant), Commitment to work, commitment to partnerships, commitment to employees.						

Table 4: T test

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		<b>B</b>		<b>Beta</b>		
1	(Constant)	11.342	4.494		2.524	.014
	Commitment to work	.268	.246	.124	1.089	.280
	Commitment to partnership	.844	.337	.365	2.507	.015
	Commitment to employees	.170	.205	.119	.830	.410

The regression equation above indicates that the variable of project success is influenced by commitment to the partnership.

**Commitment to partnerships has a significant effect on the success of the PT Wijaya Karya (Persero) Tbk Operation Division 1 DSU 2 project**

Stakeholder commitment to the partnership has a significant effect on the success of the PT Wijaya Karya (Persero) Tbk Operation Division 1 DSU 2 project. This is because Ho's decision-making criteria are accepted if the significance value is  $\geq 0.05$  and H1 is accepted if the significance value is  $\leq 0.05$ . The stakeholder binding significance value is 0.015 based on the results of the statistical test with the significance value  $\leq 0.05$ , so that H1 is accepted.

Based on the foregoing, the Operations Division 1 DSU 2 PT Wijaya Karya (Persero) Tbk is important and must be maintained. Therefore, Stakeholders

should also pay attention to feedback (input and suggestions) from customers to increase company commitment, so as to provide the best value. to customers. In addition, in projects, employees are one of the elements that are the center of stakeholder attention by implementing various policies to ensure partnership commitment. In addition, the more stakeholders have work contracts / agreements / cooperation contracts related to companies (WIKa), the success of the project will be higher because these two entities have a strong binding relationship.

**Commitment to employees has no significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project**

Commitment to employees has no significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project. This is because Ho's decision-making criteria are accepted if the significance value is  $\geq 0.05$  and H1 is accepted if the significance value is  $\leq 0.05$ .



based on the results of statistical tests the significance value  $\geq 0.05$ , so that H1 is rejected. The results of this study contradict the research of Chandra et al (2011). On the success of the Operations Division 1 project, this variable has no effect if it stands alone. However, if implemented together with a commitment to work and partnerships, the role of stakeholders can have an impact on the success of the project.

### **Commitment to work has no significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project**

Commitment to work has no significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project. This is because Ho's decision-making criteria are accepted if the significance value is  $\geq 0.05$  and H1 is accepted if the significance value is  $\leq 0.05$ . based on the results of statistical tests the significance value  $\geq 0.05$ , so that H1 is rejected. On the success of the Operations Division 1 project, this variable has no effect if it stands alone. However, if carried out together with the other two variables, it will have an effect. This is supported by the opinion that the stakeholder empowerment process consists of team empowerment, individual empowerment and relationship management performance, the result is a response seen from attitudes, commitment, motivation and satisfaction (Rowlinson & Cheung, 2008) in Chandra et al. 2011).

### **CONCLUSION**

1. Commitment to partnerships has a significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project.
2. Commitment to work has no significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project.
3. Commitment to employees has no significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project.

4. Together, commitment to work, commitment to partnerships and commitment to employees (the role of stakeholders) have a significant effect on the success of PT Wijaya Karya (Persero) Tbk's Operation Division 1 DSU 2 project.
5. The adjusted R-square value in the Research Model indicates that the independent variable of the role of stakeholders together is able to explain 26.5% of the variance of data on the dependent variable of project success.

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