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Construction Project Management in The Construction of Bajuin Sub-District Hall, Tanah Laut District, South Kalimantan Province: A Strategic Review

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Abstract: The purpose of this study was to determine the strategy of strengthening project managers, consultants, supervisors on the success of construction projects on the implementation of construction in the construction of the Bajuin District Hall, Tanah Laut Regency, South Kalimantan, and to determine the strengths, weaknesses, opportunities, and threats factors in the successful implementation of the construction project. The research method used is descriptive qualitative, using SWOT data analysis. Data collection techniques are carried out by survey and interview methods to obtain data and information directly from the field related to the strengthening of project managers, consultants, supervisors on the success of construction projects in the implementation of construction in the construction of the Bajuin District Hall, Tanah Laut Regency. The results of this study are to be reference material and information for companies regarding the influence of project managers, planning consultants and supervisory consultants on the success of construction projects.

Keywords: strategy, reinforcement, success, management, construction

INTRODUCTION

The success of a construction project is determined, among other things, by the management's ability to effectively manage available resources (Pahira & Rinaldy, 2023). In constructing a multi-story building, in addition to its functional aspects, aesthetic, structural, and economic aspects must also be considered (Dewa, Kiki Maria, Syamsu Marlin, & Keti Andayani, 2022). Of course, various alternatives must be planned and designed to determine the structural form to be built, so that it meets the elements of structural strength, building beauty, and provides enjoyment, comfort, cost efficiency, time efficiency, and ease of implementation (Andiilyas, A., Bachmid, S., & Supardi, S, 2023).

As a consulting partner for the owner, the Project Consultant must be able to understand and accommodate all input from the owner, supervise and accompany the planning consultant in translating it into the design (Zebua et al., 2022). The process can be repetitive, where in general the owner has many needs and desires that must be accommodated (especially if the client/owner consists of more than one person/related party, as is often the case in government agency projects) (Tumembow, Tjakra & Arsjad, 2016). The process of discussion, design, presentation, design revision/redesign, further discussion and so on, almost always occurs in every project. Therefore, consultants are required to be smart in responding to this, so that it will not interfere with the construction process (Chasanah & Kiswati, 2019).

Presidential Decree No. 80 of 2003 and subsequent Presidential Decree No. 54 of 2010, it is clear that consultant work also has quite large risks from various aspects, both in terms of material and non-material aspects related to timeliness, labor requirements, maintaining trust, and the credibility of the company itself (Presidential Decree of the Republic of Indonesia Concerning Procurement of Goods/Services, 2010). The use of project consultants is a work team that has expertise in managing project management and is tasked with monitoring, controlling and being involved in the project process

(Michael et al., 2013). This team functions as a consultant for project implementation in the field, where their role starts from the planning stage to stage 2 of construction. However, this is a reality, there are still frequent delays and deviations in construction quality during the project implementation stage not only caused by natural factors, but also caused by several things including coordination, communication, administration, empowerment of labor as optimal human resources (Onibala, Inkiriwang, & Sibi, 2018).

The novelty of this research is that there are still few studies discussing construction management from a strategic aspect related to development in a suburban area. Several previous studies have examined project management success strategies, including Arifin et al. (2022), Gaol, Harviyanti & Arib, (2022), Mutadi, Abdullah, & Kasidin (2023), Sadiq & Saraswati (2022), Silalahi, Masthura, & Fahriana (2023), Altaher et al. (2024), (2023), Harviyanti & Arib, (2022), Gošnik, Janjušić, & Nikolić (2024), Fazly et al. (2024), Kaur, Haque, & Gkasis (2024), Burger, Pretorius, & Steyn (2024). Many previous studies have discussed project management, project leadership, and project success, but not many have discussed strategies for strengthening the success of construction project management. Therefore, the novelty in this research is the strategy of strengthening the success of construction project management so that the project is well implemented.

This research aims to examine 1) How is the Strengthening Strategy for Project Managers, Consultants, and Supervisors related to the success of construction projects in the construction implementation of the Bajuin District Hall, Tanah Laut Regency? 2) How are the strengths, weaknesses, opportunities, and threats in strengthening project managers, consultants, and supervisors related to the success of construction projects in the construction implementation of the Bajuin District Hall, Tanah Laut Regency?

LITERATURE REVIEW

Project Success

A successful project is one that achieves results significantly better than expected, typically measured in terms of cost, schedule, quality, safety, and satisfaction of all involved parties (Arifin, Susetyo, & Syafwandi, 2022). A successful project is one that is completed as expected, takes into account all project requirements, and has sufficient resources to meet needs in a timely manner (Rauzana & Usni, 2020). Definitions of project success differ among researchers, as the perspective chosen depends on the perspective (Widadi et al., 2020). Project success perspectives fall into two categories: macro and micro perspectives. The macro perspective on project success begins from the conceptual stage to the operational stage, or when the product is in use. The micro perspective, on the other hand, is project success as seen during the construction phase, typically involving the parties involved. The construction phase demonstrates the effectiveness of project management in achieving objectives (Faila Sufa & Yani, 2022).

Tarigan et al. (2021) explain that to ensure the success of a design and build project, all parties involved must have a shared understanding of the required financial and technical performance. Several indicators can be used to assess the success of a design and build project, including:

1. Matching the budget to actual costs.
2. Matching the planned timeframe with the implementation timeframe.
3. Matching the quality to user expectations.
4. Matching the project results to the specified specifications.
5. Satisfaction of all parties involved in the project

Critical Success Factors (CSF) for Construction Projects

Critical Success Factors (CSF) are factors or concepts that are critical to the success of every project, be it a road, bridge, housing, or other project. Without a study of these factors, it is possible for

a project to fail or for the project to fail in achieving its targets and objectives, so Critical Success Factors are very important to be studied before the project begins. The concept of success factors was first developed by D. Ronald Daniel of MC Kisey and Company in 1961, then refined with critical success factors. After the concept was refined, this concept was then widely used in various fields of companies and services, including in the field of construction projects.

Success factors are project elements that serve as input for project managers and can be used to increase the likelihood of a project's success (Yusuf, 2022). This means that success factors are independent variables that contribute to achieving the success criteria. Success factors do not apply equally to all projects due to differences in project scope and actors. Project implementation is complex because it requires consideration of cost, human resources, and technical variables. From a construction management perspective, Critical Success Factors (CSFs) are characteristics, conditions, or variables that have a significant impact on project success (Nawangwulan, 2023).

Tugiman (2019) states that success factors are project elements that will serve as input for project managers and can be used to increase the likelihood of a project's success. This means that success factors are independent variables that will be input for achieving the obtained success criteria. Success factors do not apply equally to all projects due to differences in project scope and actors. Project implementation is complex because it requires consideration of cost, human, and technical variables. From a construction management perspective, CSFs are characteristics, conditions, or variables that have a significant impact on project success.

Work Force

According to (Wijaya & Waty (2023), in the implementation of construction projects, the determining aspect of the success of the construction project is human resources. This is because human resources have a large influence on the cost and time of project implementation, so they are one of the most important things in project implementation. A trained and qualified workforce can increase work productivity.

The classification of workers in projects based on the Indonesian National Work Competency Standards (SKKNI) is divided based on a person's abilities based on knowledge, skills, and work attitudes, including experts consisting of main experts, middle experts, and junior experts; and skilled workers consisting of senior technicians, junior technicians, and skilled workers. Based on their type, construction workers in the field are grouped into laborers or field workers and supervisors or supervisors. Meanwhile, based on their level of ability, workers are grouped into educated workers, trained workers, and uneducated and untrained workers (Rahman, M. H., Fadilah Romadhani, N., & Arfandi, A, 2023).

Productivity

The definition of productivity first appeared in 1776 in a paper compiled and written by Francis Quesnay from France. According to Walter Aigner in "Motivation and Awareness", the philosophy and spirit of productivity have existed since the beginning of human civilization because the meaning of productivity is the desire (Will) and effort (Effort) of humans to always improve quality in all fields. Productivity as a concept that states how output will change if input changes, was first put forward by David Ricardo in 1810. In 1883, Littre defined productivity as "the ability to produce" namely the ability to produce (Kurniawan, E., Daeng, A., & Astuti, E., 2024).

Productivity describes the relationship between output and the tools or means used to produce it. Output or production results are obtained from an activity process, the form of output can be a tangible product or service. To produce output, input or primary sources are required, which can be labor, capital, raw materials, and energy (Hwihanus & Istanti, 2024). When discussing the issue of productivity, a paradoxical (contradictory) situation arises, because there is no general agreement on the meaning of the definition of productivity and its criteria for measuring productivity indicators. There is no concept, method of application, or measurement method that is free from criticism (K. A. K. Putra & Rafie, 2024).

In general, productivity is defined as the relationship between tangible or physical output (goods or services) and actual input. For example, "productivity is a measure of productive efficiency. A comparison between output and input or output: input. Input is often limited to labor input, while output is measured in physical units of form and value. Productivity is also defined as the level of efficiency in producing goods or services: "productivity expresses how to utilize resources properly in producing goods" (Wahyuningsih., 2018).

Project Success Criteria

The success criteria for a construction project are as follows: The success of a construction project depends on the definition of each organization. The success of a construction project is related to the parties involved in the service sector, the size of the project, the relationship between the owner and the design, the application of technology and other factors. According to the owner, the success criteria are on time, on cost, on quality, beauty, return on investment, the building is easy to market and there is little waste or rubbish. According to the planner, the success criteria are owner satisfaction, quality, beauty, basic wages, staff satisfaction, appropriate cost and time, easy to market, there are few construction problems, smooth owner payments, definite scope of application (Zulaecha et al., 2021).

The criteria for success of a construction project are as follows. (1) The success of a construction project depends on the definition of each organization. (2) The success of a construction project is related to the related parties, service areas, project size, owner's relationship with the design, application of technology and other factors. (3) According to the owner, the criteria for success are on time, right cost, right quality, beauty, return on investment, the building is easy to market and little waste or garbage. (4) According to the planner, the criteria for success are owner satisfaction, quality, beauty, basic wages, staff satisfaction, appropriate cost and time, easy to market, there are few construction problems, smooth payment of the owner, definite scope of implementation (Brahmantariguna & Yansen, 2020).

RESEARCH METHOD

This research is a qualitative method, with the application of survey methods. The survey approach is used to access data from certain natural environments, while researchers intentionally take actions or interventions during the data collection process, such as distributing questionnaires, conducting structured interviews, and other methods. The survey method was chosen in this study because it aims to obtain data and information directly from the field related to strengthening project managers, consultants, supervisors towards the success of construction projects in the implementation of construction in the construction of the Bajuin District Hall, Tanah Laut Regency.

There are two data sources: primary and secondary. The data collection method used by the researchers was a questionnaire. Data analysis used the Internal Strategic Factors Analysis Summary (IFAS) Matrix and the External Strategic Factors Analysis Summary (EFAS) Matrix.

The informants were project managers, consultants, and construction project supervisors involved in the construction of the Bajuin District Hall in Tanah Laut Regency: one project manager, three consultants, and four project supervisors.

RESULTS AND DISCUSSION

Based on the identification of internal factors, namely strengths and weaknesses, the IFAS Matrix table has been created as follows:

Table 1. IFAS Matrix Calculation

Number	Internal Factors	Value	Weight	Rating	Score
	Strengths				
1.	Project managers, consultants, supervisors have planning and control of construction projects as well as risk management.	2	0,083	3	0,25
2.	Project managers, consultants, supervisors have good skills in communicating with workers	2	0,083	3	0,25
3.	Project managers, consultants, supervisors have good performance productivity	1	0,042	3	0,13
4.	Project managers, consultants, supervisors have good negotiation and cooperation with various parties that support construction projects.	1	0,042	3	0,13
5.	Project managers, consultants, supervisors have SOPs, experience and expertise certification related to construction implementation.	1	0,042	4	0,17
6.	Strong synergy between project managers, consultants and supervisors in construction implementation	1	0,042	4	0,17
7.	Project managers, consultants and supervisors pay close attention to Occupational Health and Safety (K3) in construction implementation.	1	0,042	4	0,17
8.	Project managers, consultants, supervisors are able to complete projects according to the project assignor's requests.	1	0,042	4	0,17

9.	Project managers, consultants, supervisors consider environmental impact analysis in project implementation.	1	0,042	4	0,17
10.	Project managers, consultants, supervisors comply with applicable regulations in the region when carrying out projects.	1	0,042	4	0,17
11.	Project managers, consultants, supervisors implement the principles of transparency in the use of budget funds in project implementation.	1	0,042	4	0,17
	Subtotal Strengths Value	**13**			**1,75**
	Weaknesses				
1.	Project managers, consultants and supervisors have limitations in communicating with the community regarding project implementation.	1	0,042	4	0,17
2.	Project managers, consultants, supervisors do not yet have good management in controlling threats coming from outside.	1	0,042	3	0,13
3.	project managers, consultants, supervisors cannot always supervise project implementation at all times	1	0,042	4	0,17
4.	Project managers, consultants, supervisors are sometimes late in making decisions in technical implementation.	1	0,042	3	0,13
5.	Project managers, consultants, supervisors sometimes have different conflicts of interest.	1	0,042	3	0,13

6.	Project managers, consultants, and supervisors cannot always monitor the use of project implementation budgets in detail.	1	0,042	3	0,13
7.	Project managers, consultants, and supervisors still have minimal experience in understanding the environmental impacts that arise from projects.	1	0,042	4	0,17
8.	Project managers, consultants, and supervisors do not have strict sanctions for project workers who violate SOPs.	1	0,042	4	0,17
9.	Project managers, consultants, supervisors are less responsive to the dynamics that occur in society.	1	0,048	3	0,14
10.	Project managers, consultants, and supervisors do not yet have detailed project success indicators.	1	0,048	2	0,10
11.	Project managers, consultants, supervisors have not paid attention to additional allowances for project workers.	1	0,048	2	0,10
	Subtotal Value of Weaknesses	**11**			**1,50**
	Total IFAS	**24**	**1**		**3,25**

Based on the table above, it can be seen that there are 11 strengths and 11 weaknesses, with a total weighting of 1.0. The subtotal value of strengths is 1.75, while the subtotal value of weaknesses is 1.50, resulting in a total IFAS value of 3.25.

EFAS (*External Factor Analysis Summary*) Matrix Calculation

Based on the identification of external factors, namely opportunities (Opportunities) and threats (Threats), the EFAS Matrix table has been created as follows:

Table 2. EFAS Matrix Calculation

Number	Internal Factors	Value	Weight	Rating	Score
	Opportunities				
1.	Project sustainability can be achieved by having legal documents for project implementation.	3	0,125	4	0,50
2.	The success of the Hall project development will create a positive public image.	1	0,042	4	0,17
3.	Support from the private sector can arise with transparency in project implementation.	3	0,125	4	0,50
4.	The use of the latest technology can be implemented in project implementation.	1	0,042	4	0,17
5.	The importance of building collaboration with all parties	1	0,042	4	0,17
6.	Education to project workers regarding the implementation of K3 can be implemented	1	0,042	4	0,17
7.	Compliance with the implementation of applicable regulations can create trust among various parties regarding project accountability.	3	0,125	4	0,50
	Subtotal Value of Opportunities	**13**			**2,17**
	Threats				
1.	Project sustainability may be threatened by rising material prices.	1	0,042	4	0,17
2.	The success of the Hall project construction can be hampered by material delivery factors.	1	0,042	3	0,13
3.	Lack of young workers who have mental resilience in implementing construction projects	1	0,042	3	0,13
4.	Threat of work accidents	2	0,083	4	0,33

5.	Conflict of interest with other parties such as organizations that do not approve of the implementation of the project	2	0,083	4	0,33
6.	Not all project workers are able to understand K3 well	2	0,083	1	0,08
7.	The quality of construction project work can still be doubted by various parties.	2	0,083	1	0,08
	Subtotal Value of *Threats*	**11**			**1,25**
	Total EFAS	**24**	**1**		**3,42**

Based on the table above, it can be seen that there are 7 opportunities and 7 threats, with a total weight of 1.0. The subtotal value of opportunities is 2.17, while the subtotal value of threats is 1.25, resulting in a total EFAS value of 3.42.

SWOT Analysis Matrix

Based on the research conducted, a SWOT Matrix was obtained, as shown in the following table 3.

Table 3. SWOT Matrix Strengthening Strategy for project managers, consultants, supervisors

Internal / **External**	***Strength***	***Weaknesses***
	S-O	**W-O**
Opportunities	1. Ensure clear and regular communication between all parties involved. 2. Create a draft project plan that includes a detailed schedule, budget, resources, and workflow. 3. Conduct regular monitoring of project progress and compare it with the initial plan. 4. Conduct strict quality control to ensure project results meet established standards.	1. Establish a clear process for managing changes that may occur during project implementation. 2. Maintain strict quality control to ensure project outcomes meet established standards. 3. Develop a mitigation plan to reduce the impact of risks, including preventative and response measures. 4. Evaluate and prioritize risks based on their impact and likelihood of occurrence.
	S-T	**W-T**
Threats	1. Use risk analysis to identify threats from the internal and external environment. 2. Map potential threats from the project planning stage. 3. Establish open and transparent coordination and communication	1. Strengthen communication and advocacy to ensure that information about project objectives, schedules, budgets, and potential benefits is available to partners.

	between project managers, consultants, and supervisors. 4. Use key performance indicators (KPIs) to monitor project health.	2. Educate the community through meetings, seminars, or workshops to disseminate information about the project's benefits and impacts. 3. Hold regular meetings with relevant stakeholders to provide project status updates, discuss progress, and address emerging issues. 4. Provide opportunities for the team and stakeholders to provide input and feedback on project implementation.

Based on Table 3, various strategy formulations are obtained in the SWOT matrix which contains 4 components, namely S-O, W-O, S-T, and W-T. S-O and W-O. S-O has 4 strategy formulations. W-O has 4 strategy formulations, while S-T has 4 strategies, and W-T has 4 strategy formulations. Thus, there are 16 strategy formulations that can be carried out in the success of the construction project in the construction of the Bajuin District Hall, Tanah Laut Regency.

CONCLUSION

The conclusions drawn from this study are as follows:

1. Strengthening strategies for project managers, consultants, and supervisors to achieve success in the construction of the Bajuin District Hall in Tanah Laut Regency include 16 strategic formulations, all of which are fully documented in the SWOT matrix.
2. The strengths, weaknesses, opportunities, and threats to the success of the Bajuin District Hall in Tanah Laut Regency include:
   a) The greatest strength is that project managers, consultants, and supervisors have the necessary skills in planning and controlling construction projects, as well as risk management.
   b) The greatest weakness is that project managers, consultants, and supervisors have limited communication skills regarding project implementation with the community. They cannot always supervise project implementation at all times, and they still have minimal experience in understanding the environmental impacts that arise from projects. They lack strict sanctions for project workers who violate SOPs.
   c) The biggest opportunity factor is that project sustainability can be achieved through the existence of legal documents for project implementation. Support from the private sector can be achieved through transparency in project implementation. Compliance with applicable regulations can build trust among various parties in the project's accountability.
   d) The biggest threat factor is the threat of work accidents and conflicts of interest with other parties, such as organizations that do not approve of the project implementation.

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