



Analysis of Stakeholder's Satisfaction Level To The Work Performance From Construction Management Consultant On Road Reconstruction And Bridge Construction Project of Trenggalek Regency In 2022

Ikhsan¹, Lalu Mulyadi², Nusa Sebayang³

^{1,2,3}(Department of Civil Engineering, National Institute of Technology, Malang, Indonesia)

Corresponding Author: Lalu Mulyadi

ABSTRACT : The road reconstruction and bridge construction project for Trenggalek Regency in 2022 has a high level of complexity whether in technical and in non-technical aspects, to make it necessary to assign a construction management consultant with expectation of getting the results according to plan, as characterized by having a right quality, time punctuality, cost-effective and orderly administration. Unfortunately, in reality, there are some activities which do not meet the expectations due to lack of work performance by the construction management consultant. This work performance then will be used as the basis for measuring the service quality which affects satisfaction level of the project's stakeholders. Thus, this study was conducted to answer to what extent does the satisfaction level owned by the project stakeholders to the work performance of the construction management consultant.

A qualitative method applied in this study was identifying the work performance variables and indicators from the construction management consultant, whereas quantitative method used in this study was distributing questionnaires to 58 respondents from the owner and contractor elements and analyzed by employing the Customer Satisfaction Index (CSI) and the Importance Performance Analysis (IPA) methods.

From the quantitative analysis results, there are 6 variables and 33 indicators identified as influential factors of the work performance of the construction management consultant. While the result analysis of the Customer Satisfaction Index (CSI) obtained value of 63.80% meaning the stakeholders feel 'quite satisfied' with the work performance of the construction management consultant. The result of the Importance Performance Analysis (IPA) with gap analysis and overall suitability level obtained a gap score of -54 and a conformity percentage of 77.58% meaning the stakeholders are 'dissatisfied' with the work performance of construction management consultant. Then, the result of Importance Performance Analysis by a Cartesian diagram was used to evaluate any work performance indicator of which has high priority level to be improved, maintained, or low priority level to be improved and increase the importance.

KEYWORDS: Trenggalek Regency, Stakeholder's Satisfaction Level, Work Performance, Construction Management Consultant.

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I. INTRODUCTION

Road, bridge facilities and infrastructures conditions of Trenggalek Regency currently experiencing some damages and disrupting the residents' mobility. As a response, Trenggalek Regency Government through its division of Public Works and Spatial Planning in 2022 utilized the National Economic Recovery (*Pinjaman Pemulihan Ekonomi Nasional* in Indonesian term) loan funds from PT. Sarana Multi Infrastruktur (SMI) to undertake road and bridge infrastructure improvement project during 2022.

By consideration of high complexity, the construction implementation is, both in the technical and also in non-technical difficulties, the service user, where in this case is the Public Works and Spatial Planning Division of Trenggalek Regency, appointed a construction management consultant with expectation to get the

construction output as planned, which include right quality, time punctuality, cost-effective result, and orderly administration. However, in practice, an assignment to one construction management consultant to handle fifteen (15) road reconstruction projects and three (3) bridge construction projects does not automatically guarantee the expected achievement of the goals and objectives from these projects, since in reality some working activities still brought unexpected results or not according to the prior agreement. This problem has a relation to the less or lack of work performance from the construction management consultant when handling all projects that became their responsibility. The work performance level of the construction management consultant has been the basis for measuring quality of the provided service. The better the level of service provided by the consultant, the higher the level of satisfaction felt by the project stakeholders and vice versa.

II. LITERATURE REVIEW

2.1. Work Performance of Construction Management Consultant

A work performance from construction management consultant is the result of the work from the construction management consultant which implies to not only the result of work but also how the work process takes place. Work performance is the implementation of many prepared planning. Implementation of work performance from the consultant is carried out by manpower who have the ability, competence, motivation and interest. Wibowo [1] suggested several factors that influence work performance of construction management consultant such as:

1. Personal/individual factor, including: knowledge, skills, abilities, self-confidence, motivation and commitment possessed by each individual
2. Leadership factor, including: the quality in providing encouragement, enthusiasm, direction and support provided by the manager or team leader
3. System factor, including: consultant work system, work facilities and organizational processes
4. Contextual (situational) factor, including: pressure and changes in the external and internal environment

2.2. Stakeholder

According to Freeman and McVea, the definition of stakeholder is any group or individual who can influence or be influenced by the achievement of organizational goals [2].

According to Husen's [3] research, stakeholders in construction projects are described as follows:

1. Project Owner
A company or individual who have the fund and then assigning tasks to companies or individual who have expertise and experience to make the project results in accordance to the goals and the objective set by the project owner.
2. Consultant
A company or individual appointed by the project owner who have the specific expertise and experience according to their respective skills. According to their job division, there are three types of consultants:
 - Planning Consultant: a company or an individual with their skill full expertise and experience in planning any construction project
 - Supervisory Consultant: a company or an individual with their skill full expertise and experience in supervising the implementation of any construction project.
 - Management Consultant: a company that appointed as the representative of the project owner in project management, from start of the project to the end of the project
3. Contractor
The selected company and been approved to carry out the construction work which has been planned according to the project owner's expectation and is responsible for the physical development of the project.
The company selected and approved to carry out the construction work that has been planned in accordance with the wishes of the project owner and is responsible for the physical development of the project
4. Sub-Contractor
The selected company which has specific expertise related to the construction work and has been approved by the contractor to carry out some works belong to the contractor's work.

2.3. Satisfaction Level of Service User

According to Khasani, the word satisfaction derives from the Latin *satis* (meaning good enough, adequate) and *factio* (doing or making) [4].

Satisfaction related to customer as the user of product or service provided. In measuring and understanding the satisfaction from the service user, it has several benefits for the company, such as:

1. Improve communication between both parties and able to reach a mutual agreement (between service user and service provider)
2. Able to find out the expectation from service user for service improvement during the work process.
3. Able to comprehend better understanding about the problems in service work
4. As a tool for monitoring and reporting service work that have been conducted

According to Yunita [5], satisfaction level of construction project owners as service user depends on the quality of service provided by the construction service providers. Customer satisfaction can be used to evaluate the service/product quality which eventually can be used to assess the success of quality improvement program belongs to the company. A reciprocal relationship between work performance and satisfaction level is formed into three comparisons of:

1. First Comparison – between the quality of the construction work, customer expectation and the target/purpose in accordance to the building/product construction.
2. Second Comparison – between quality of construction process and the experience occurred during the work process
3. Third Comparison – between the customer expectation and experience

The reciprocal relationship of work performance and satisfaction within three comparison stages is presented in Figure 1.

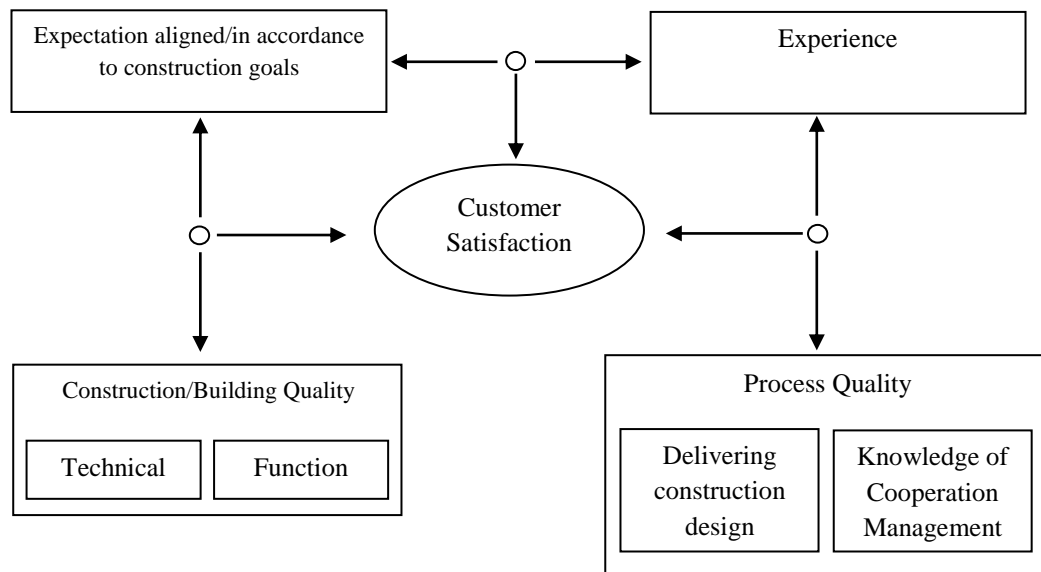


Figure 1: A Reciprocal Relationship of Customer Satisfaction and Quality on Project Level
Source: Karna, (2009)

III. RESEARCH METHOD

The selected method for this study is qualitative and quantitative research methods. The qualitative method was conducted to identify variables and indicators of work performance belongs to the construction management consultant, meanwhile, the quantitative method applied by using questionnaires based on the result of variables which had been identified from previous qualitative researches for measuring the satisfaction level of project stakeholders.

3.1. Research Location

The site of the research is in Trenggalek Regency, East Java Province as displayed in Figure 2 below.

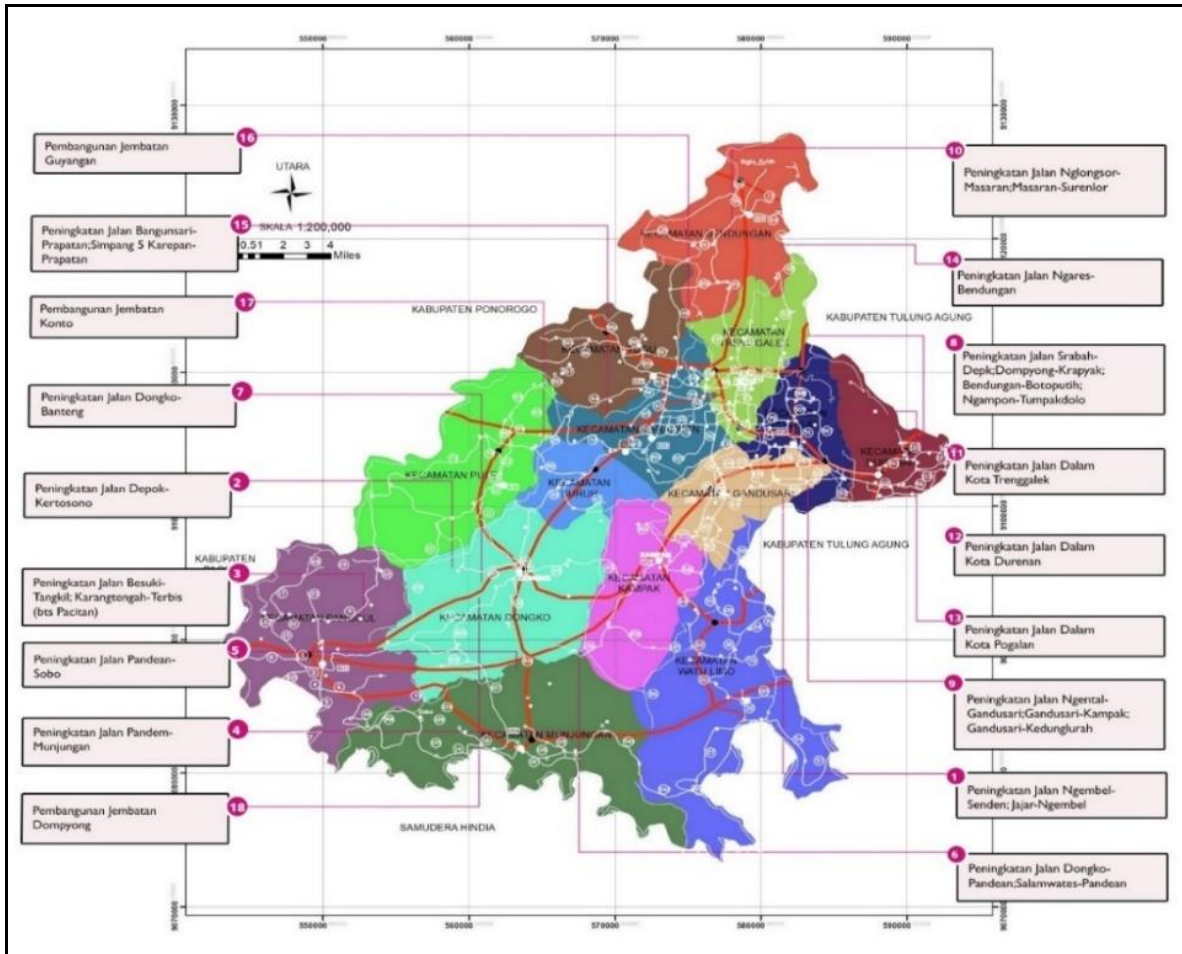


Figure 2: Project Map in Trenggalek Regency 2022

3.2. Research Variables and Research Indicators

From the result of identification process, there were 6 variables and 33 indicators obtained to be used as a basis for compiling and collecting data for questionnaire. These variables and indicators are presented in table 1 as follows:

Table 1. Research Variables and Research Indicators

Variables	Indicators
To help and represents owner in work activities	I.1 Assist the owner/PPK in controlling stages of work implementation starting from physical auction stage until the delivery (handover) stage of both construction works
	I.2 As the coordinator of work implementation and connecting the work implementers to the owner/PPK
	I.3 Make coordination with involved parties within planning and construction implementation stages
	I.4 Carry out daily coordination and work control also prepares chronological documentation from all activities related to work implementation
	I.5 Prepare, review, and provide any consideration needed in drafting the contract addendums and document supports for physical implementation
	I.6 Prepare technical justification for any changes in physical activities implementation

Variables	Indicators
	I.7 Assuring all work implementations meet all contractual provisions and other applicable regulations
	I.8 Engage and leading coordination meetings of any physical construction implementation and also arranging reports on the result of the meetings.
Take responsibility during project implementation period	I.9 Conduct design reviews to assure the work implementation is progressing in effective and efficient way
	I.10 Compile and establish the results from any work changes (change order)
	I.11 Prepare reliable recommendations in correlation to field conditions so changes can be made in optimum way
	I.12 Control and supervise the construction implementation that include: control of the resources, control of time (physical realization time speed), control of the physical targets (quality and quantity), control of any changes in work activities, control of administrative order, control of occupation health also the safety of the work and environment K3L)
	I.13 Check/Examine and recommend material or equipment's proposed by the construction service providers
	I.14 Control and supervise material usage (both quality and volume), equipment usage, and implementation methods
	I.15 Report to the owner/PPK regarding all problems related to work implementation whether in technical or administrative work, including delays in achieving physical targets, as well as the mitigation efforts and all necessary actions.
	I.16 Organize regular field meetings, and create weekly and monthly work reports
	I.17 Conduct examination and approval to the working drawings (<i>shop drawings</i>) and the implemented drawings (<i>built drawings</i>)
	I.18 Compile a list of defect/damages before the first delivery (handover)
Take responsibility during project maintenance period	I.19 Coordinate, direct, and control any repair work
	I.20 Submit inspection reports on the maintenance work carried out by the contractor implementer
	I.21 Coordinate to make any work implementation ready for operational readiness and able to run well
	I.22 Prepare and checking the second delivery /handover administrative format (FHO)
Take responsibility in project's goal accomplishment	I.23 Take control and assures the project implementation is in accordance to the budget/time limit that has been determined (on time)
	I.24 Control and assure the project implementation costs are within the available or predetermined budget limits (appropriate costs)
	I.25 Control and assures the work implementation is in accordance with technical specifications (appropriate quality)
Take responsibility in mitigating risks	I.26 Able to implement an Occupational Health and Safety Management System (SMK3) on the project in a good way
	I.27 Prevent, reduce or overcome any internal problems that arise during project implementation
	I.28 Prevent, reduce, or overcome any problems that arise from parties outside the project
Has Ability to provide required personnels	I.29 The personnel involved in the construction management consultant team are experts in their fields (according to the qualification)
	I.30 Presence and the placement of appropriate personnel are in accordance to their assignment period at each project activity location
	I.31 Every personnel can understand comprehensively to every construction implementation documents
	I.32 The assigned personnel can contribute, be cooperative, and communicative in every action and decision-making during work process
	I.33 Personnel has open mind perspective and willing to receive constructive input from all parties involved (stakeholders) in the work implementation.

3.3. Test of Data Quality

1. Validity Test

Decomposition is a step in solving or dividing one complete problem in several elements in the form of hierarchical decision-making process, where each element is interconnected to each other. The form of decomposition structure is divided into 3 (three) level. 1) first level: the purpose of decision (goal); 2) second level: the criteria's, 3) third level: the alternatives.

The validity test for this research was a product moment correlation method which has a test criterion by comparing the r-count to the r-table with result of:

- If $r\text{-count} \geq r\text{-table}$, then the item will be declared as valid; and the item declared as valid; and
- If $r\text{-count} < r\text{-table}$, then the item will be declared as invalid/ not valid.

In addition, since the validity test has a significant value at level of 0.05, then the result will be explained as follow:

- If the significance value is < 0.05 , then the item will be declared as valid; and
- If the significance value is > 0.05 , then the item will be declared as invalid/not valid.

2. Reliability Test

The reliability test conducted by employing Alpha Cronbach method has several criteria of:

- If the Cronbach's Alpha value is 0,8 - 1,0, then the reliability will be declared as good;
- If the Cronbach's Alpha value is 0,6 - 0,8, then the reliability will be declared as acceptable;
- If the Cronbach's Alpha value is less than 0,6, then the reliability will be declared as not good / poor.

3.4. Method of Data Analysis

1. Customer satisfaction index (CSI)

An analysis of Customer Satisfaction Index (CSI) is a method for measuring the customer satisfaction level based on the attributes which about to be measured such as reliability, responsiveness, assurance and empathy [6]. It also applied for measuring the stakeholder's satisfaction level that can be obtained from the questionnaire results. The stages of CSI analysis are explained as follow:

- Calculate the *Mean Importance Score* (MIS) and *Mean Satisfaction Score* (MSS), where these values attained from average level of interest and the satisfaction level from the service users as calculated by the following equation:

$$MIS = \frac{\sum_{i=1}^n Y_i}{n} \dots\dots\dots (1)$$

$$MSS = \frac{\sum_{i=1}^n X_i}{n} \dots\dots\dots (2)$$

Where:

- n = number of respondents
- Y_i = Interest value of attribute number -i
- X_i = Satisfaction value of attribute number -i

- Calculate the *Weight Factors* (WF), as MIS value percentage per-attribute to total MIS of all attributes with the following formula:

$$WF = \frac{MIS_i}{\sum_{i=1}^p MIS_i} \times 100\% \dots\dots\dots (3)$$

Where:

- p = number/amount of interest attributes
- i = Interest of attribute number -i

- Calculate the *Weight Score* (WS), as the multiplication of *Weight Factor* (WF) to *Mean Satisfaction Score* (MSS) with the following equation:

$$WS_i = WF_i \times MSS_i \dots\dots\dots (4)$$

Where:

i = Interest of attribute number -i

- Calculate the *Weighted Average Total* (WAT). It is a weighted score (WS) by following equation:

$$WAT = WS1 + WS2 + WS3 + \dots \dots \dots (5)$$

- Calculate the *Customer Satisfaction Index* (CSI) by the following equation:

$$CSI = \frac{\sum_{i=1}^n WS_i}{HS} \times 100 \dots \dots \dots (6)$$

Where:

HS = (Highest Scale) as the maximum scale applied

The criteria for *customer satisfaction index* (CSI) values are:

- X > 0,81 = Very Satisfied
- 0,66 – 0,8 = Satisfied
- 0,51 – 0,65 = Quite Satisfied
- 0,35 – 0,5 = Less Satisfied
- 0,00 – 0,34 = Dissatisfied / Not Satisfied

2. Importance performance analysis (IPA)

The Importance Performance Analysis (IPA) method will be employed to measure level of importance and level of work performance or level of satisfaction that transformed into a four-quadrant analysis map. According to Suhendra and Prasetyanto, an analysis technique is used to define which important work performance factors that must be shown in order to meet the satisfaction of the service users [7].

Prior to the inclusion into four quadrant analysis, a gap analysis was carried out first to the result assessment of the level of importance and the level of work performance (to be evaluated by the following formula):

$$GAP = \text{Work performance Level} - \text{Importance Level} \dots \dots \dots (7)$$

Then, the Importance Performance Analysis (IPA) able to be conducted by several steps within four quadrant method or Cartesian diagram as explained below:

- Calculate the level of conformity between the level of importance to the level of work performance or satisfaction by the following equation:

$$Tki = \frac{\sum Xi}{\sum Yi} \times 100\% \dots \dots \dots (8)$$

Where:

Tki = Conformity Level
 Yi = Score of Importance Level
 Xi = Score of Satisfaction Level

- Calculate the average rating of the satisfaction level (\bar{X}) and the importance level (\bar{Y}) for each attributes item with the following equation:

$$\bar{X} = \frac{\sum X_i}{n} \dots\dots\dots (9)$$

$$\bar{Y} = \frac{\sum Y_i}{n} \dots\dots\dots (10)$$

Where:

- \bar{X} = Average score of satisfaction level number -i
- \bar{Y} = Average score of importance level number -i
- n = number of respondents

- Calculate the average measurement of satisfaction level ($\bar{\bar{X}}$) and importance level ($\bar{\bar{Y}}$) from all attributes which become the boundaries of the Cartesian diagram by the following equation:

$$\bar{\bar{X}} = \frac{\sum_{i=1}^N X_i}{k} \dots\dots\dots (11)$$

$$\bar{\bar{Y}} = \frac{\sum_{i=1}^N Y_i}{k} \dots\dots\dots (12)$$

Where:

- $\bar{\bar{X}}$ = Average score limit of satisfaction level number -i
- $\bar{\bar{Y}}$ = Average score limit of importance level number -i
- k = number of tested variables

Next, the authors create a Cartesian diagram with four quadrant divisions, where x-axis represents work performance level and y-axis represents the importance level as depicted in the following image:

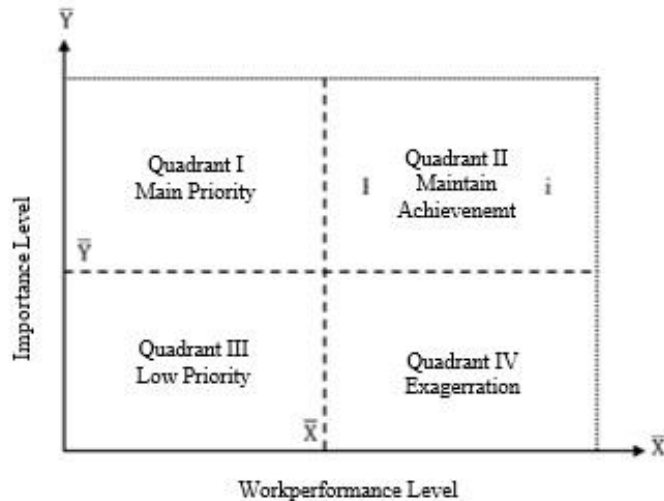


Figure 3: A Cartesian Diagram of Importance Performance Analysis

IV. RESULT AND DISCUSSION

4.1. Test of Data Quality

1. Result of Validity Test

The validity test by product moment correlation method for the importance level and satisfaction level resulted r-count value (Pearson Correlation) is greater than r-table (0.2181) whereas the significance value is less than 0.05 or 5 % which means the research instrument can be declared as valid.

2. Result of Reliability Test

The result of reliability test to the importance level was obtained value (Cronbach's Alpha value) of 0.965 which means the reliability can be declared as 'good' because the value lies from 0.8 to 1.0. Meanwhile, for the satisfaction level, the Cronbach's Alpha value was 0.972 which means the reliability can be declared as 'good' because the value lies from 0.8 to 1.0.

4.2. Data Analysis

1. Calculation Result of Customer Satisfaction Index (CSI)

Table 2. The Calculation of Customer Satisfaction Index (CSI)

Variables	Indicators	Mean Importance Score (MIS)	Weight Factor (WF)	Mean Satisfaction Score (MSS)	Weight Score (WS)
To help and represents owner in work activities	I.1	3.81	2.80%	3.28	9.17%
	I.2	3.83	2.81%	3.24	9.11%
	I.3	4.09	3.00%	3.28	9.83%
	I.4	4.03	2.96%	3.28	9.71%
	I.5	4.09	3.00%	3.09	9.26%
	I.6	4.22	3.10%	2.95	9.15%
	I.7	4.24	3.12%	3.43	10.69%
	I.8	4.14	3.04%	3.50	10.64%
Take responsibility during project implementation period	I.9	4.07	2.99%	2.84	8.50%
	I.10	4.19	3.08%	2.97	9.13%
	I.11	4.00	2.94%	2.90	8.51%
	I.12	4.02	2.95%	3.09	9.11%
	I.13	3.86	2.84%	3.29	9.34%
	I.14	3.86	2.84%	3.29	9.34%
	I.15	4.03	2.96%	3.57	10.58%
	I.16	4.21	3.09%	3.47	10.71%
	I.17	4.28	3.14%	3.33	10.45%
Take responsibility during project maintenance period	I.18	4.00	2.94%	3.34	9.83%
	I.19	4.00	2.94%	3.16	9.27%
	I.20	4.10	3.01%	3.48	10.50%
	I.21	3.93	2.89%	3.22	9.31%
Take responsibility in project's goal accomplishment	I.22	4.14	3.04%	3.26	9.91%
	I.23	4.22	3.10%	3.31	10.27%
	I.24	4.17	3.07%	3.33	10.20%
Take responsibility in mitigating risks	I.25	4.28	3.14%	3.40	10.68%
	I.26	4.22	3.10%	3.43	10.65%
	I.27	4.12	3.03%	2.90	8.77%
Has Ability to provide required personnels	I.28	4.09	3.00%	2.78	8.33%
	I.29	4.52	3.32%	2.91	9.67%
	I.30	4.36	3.20%	2.81	9.01%
	I.31	4.28	3.14%	2.98	9.37%
	I.32	4.40	3.23%	2.95	9.52%
	I.33	4.33	3.18%	3.29	10.47%
Weight Total = Σ Weight Score					318.99%
Customer Satisfaction Index = (Weight Total / scale (5)) * 100%					63.80%

Result calculation from customer satisfaction index (CSI) as presented in table 2 attained an overall value of 63.80%.

2. Calculation Result of Importance Performance Analysis (IPA)

Table 3. The Gap Score and Conformity Level for Each Work Performance Indicator of the Construction Management Consultant

Variables	Indicators	Importance Score	Satisfaction Score	Gap Score	Conformity Level
To help and represents owner in work activities	I.1	221	190	-31	85.97%
	I.2	222	188	-34	84.68%
	I.3	237	190	-47	80.17%
	I.4	234	190	-44	81.20%
	I.5	237	179	-58	75.53%
	I.6	245	171	-74	69.80%
	I.7	246	199	-47	80.89%
	I.8	240	203	-37	84.58%
Take responsibility during project implementation period	I.9	236	165	-71	69.92%
	I.10	243	172	-71	70.78%
	I.11	232	168	-64	72.41%
	I.12	233	179	-54	76.82%
	I.13	224	191	-33	85.27%
	I.14	224	191	-33	85.27%
	I.15	234	207	-27	88.46%
	I.16	244	201	-43	82.38%
	I.17	248	193	-55	77.82%
	I.18	232	194	-38	83.62%
Take responsibility during project maintenance period	I.19	232	183	-49	78.88%
	I.20	238	202	-36	84.87%
	I.21	228	187	-41	82.02%
	I.22	240	189	-51	78.75%
Take responsibility in project's goal accomplishment	I.23	245	192	-53	78.37%
	I.24	242	193	-49	79.75%
	I.25	244	197	-47	80.74%
Take responsibility in mitigating risks	I.26	245	199	-46	81.22%
	I.27	239	168	-71	70.29%
	I.28	237	161	-76	67.93%
Has Ability to provide required personnels	I.29	262	169	-93	64.50%
	I.30	253	163	-90	64.43%
	I.31	248	173	-75	69.76%
	I.32	255	171	-84	67.06%
	I.33	251	191	-60	76.10%
Average Value		239.12	185.12	-54	77.58%

Meanwhile, for the result of gap analysis according to table 3 has obtained a gap score of -54 and a conformity level of 77.58% which means the satisfaction level is lower than the importance level.

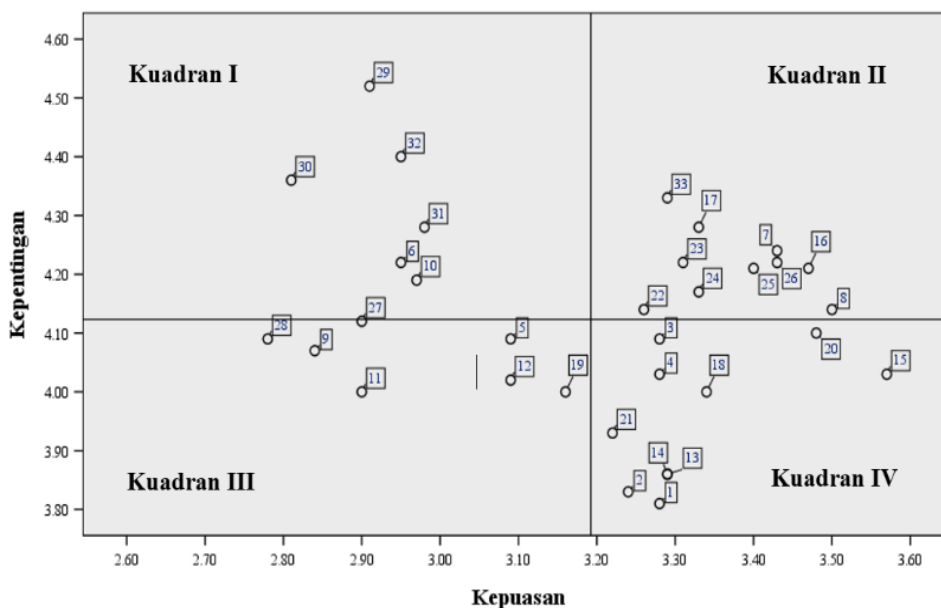


Figure 4: The Cartesian Diagram of Importance and Satisfaction Level of Work Performance from the Construction Management Consultant

The figure 4 is showing each construction management consultant work performance indicators which classified into four quadrants of:

- Quadrant I consist of: indicator number 6, indicator number 10, indicator number 29, indicator number 30, indicator number 31, and indicator number 32.
- Quadrant II consists of: indicator number 7, indicator number 8, indicator number 16, indicator number 17, indicator number 22, indicator number 23, indicator number 24, indicator number 25, indicator number 26 and indicator number 33.
- Quadrant III consists of: indicator number 5, indicator number 9, indicator number 11, indicator number 12, indicator number 19, indicator number 27 and indicator number 28.
- Quadrant IV consists of: indicator number 1, indicator number 2, indicator number 4, indicator number 13, indicator number 14, indicator number 15, indicator number 18, indicator number 20 and indicator number 21.

4.3. Discussion

The result of Customer Satisfaction Index (CSI) analysis obtained a value of 63.80% where this value lies within scale range of 0.51 % - 0.65 %, interpreted as the project stakeholders feel 'quite satisfied' with the work performance from the construction management consultant on the Road Reconstruction and Bridge Construction Project of Trenggalek Regency in 2022. Therefore, an evaluation to the construction management consultant based on result of the CSI analysis is expecting the construction management consultant to maintain or makes improvement to their work performance.

Meanwhile, based on the result of Importance Performance Analysis (IPA) with gap analysis along with overall suitability level, it is found that the gap score is -54 and the conformity level percentage is 77.58%. From the gap score and percentage of overall conformity level, the project stakeholder can be interpreted to have 'dissatisfied' feeling towards the work performance of the construction management consultant on the Road Reconstruction and Bridge Construction Project of Trenggalek Regency in 2022. As a consequence, the evaluation based on the result of gap analysis and conformity level is expecting the construction management consultant to improve their overall work performance.

Since there are differences between result analysis from Customer Satisfaction Index (CSI) to gap analysis and conformity level, then it is necessary to observe more detailed results by employing a method of Importance Performance Analysis (IPA) equipped with a Cartesian diagram to classify and evaluate indicators belong to work performance of the construction management consultant into four quadrants: (a) Quadrant I, for indicators that have a high priority for improvement, (b) Quadrant II, for indicator that its work performance needs to be maintained, (c) Quadrant III, for indicators that have a low priority to be improved, and (d) Quadrant IV, for indicators whose the work performance must be maintained but its importance level also must be upgraded.

V. CONCLUSION

According to the result analysis that has been conducted in this research, the authors able to convey several conclusions as stated below.

1. From the qualitative analysis results, there were 6 variables and 33 indicators identified to be influential factors to stakeholder's satisfaction to the work performance of construction management consultant on Road Reconstruction and Bridge Construction Project of Trenggalek Regency in 2022.
2. According to result of Customer Satisfaction Index (CSI) analysis is obtained a value of 63.80% interpreted as the project stakeholders feel 'quite satisfied' with the work performance of the construction management consultant on Road Reconstruction and Bridge Construction Project of Trenggalek Regency in 2022.
3. According to result of Importance Performance Analysis (IPA) with gap analysis and the overall conformity level is obtained a value of -54 and percentage of conformity level of 77.58 % as interpreted the project stakeholders feel 'dissatisfied/not satisfied' with the work performance of construction management consultant.
4. According to result of Importance Performance Analysis (IPA) with a Cartesian diagram, the indicators of work performance of construction management consultant then classified into four quadrants as follow:
 - Construction management consultant work performance indicators with a high priority for improvement (Quadrant I) consists of: indicator number 6, indicator number 10, indicator number 29, indicator number 30, indicator number 31 and indicator number 32.
 - Construction management consultant work performance indicators that must be maintained (Quadrant II) consists of: indicator number 7, indicator number 8, indicator number 16, indicator number 17, indicator number 22, indicator number 23, indicator number 24, indicator number 25, indicator number 26, and indicator number 33.
 - Construction management consultant work performance indicators with a low priority to be improved (Quadrant III) consists of: indicator number 5, indicator number 9, indicator number 11, indicator number 12, indicator number 19, indicator number 27 and indicator number 28.
 - Construction management consultant work performance indicators which their work performance must be maintained but the importance level also must be upgraded (Quadrant IV) consists of: indicator number 1, indicator number 3, indicator number 4, indicator number 13, indicator number 14, indicator number 15, indicator number 18, indicator number 20 and indicator number 21.

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