

Pelaksanaan proyek konstruksi di Indonesia menghadapi banyak permasalahan seperti keterlambatan, *over budget*, mutu yang buruk, kecelakaan kerja, dan permasalahan lainnya. Kebanyakan permasalahan proyek dapat dikaitkan dengan rendahnya kinerja unsur-unsur proyek, seperti *owner*, kontraktor dan konsultan. Literatur yang ada menunjukkan bahwa kinerja unsur-unsur proyek mempunyai pengaruh positif terhadap kesuksesan proyek. Meskipun demikian belum diketemukan model penilaian kinerja unsur-unsur proyek, dimana kebanyakan model yang ada berdasarkan indikator biaya, mutu dan waktu yang bersifat *lagging* atau memberi informasi terhadap kejadian yang telah lalu sehingga kurang bermanfaat. Penelitian ini bertujuan mengembangkan model penilaian kinerja unsur-unsur proyek yang dapat membantu manajemen unsur-unsur proyek dalam usaha mencapai kesuksesan proyek.

Penelitian ini dilakukan dalam dua tahap, yaitu pengembangan model hubungan kinerja unsur-unsur proyek berdasarkan analisis *Structural Equation Modeling* (SEM) dan pengembangan kriteria penilaian kinerja berdasarkan hasil wawancara dan *Focus Group Discussion*. Analisis SEM dipilih untuk mengembangkan model berdasarkan teori yang kemudian diuji berdasarkan data dari hasil survei. Survei dilakukan kepada 273 responden praktisi proyek konstruksi di Indonesia mewakili pihak *owner* (27%), konsultan perencana (15%), konsultan pengawas (17%) dan kontraktor (41%).

Penelitian ini menghasilkan model penilaian kinerja unsur-unsur utama dalam pelaksanaan proyek konstruksi di Indonesia, yang terdiri dari pihak *owner*, konsultan perencana, konsultan pengawas dan kontraktor. Analisis SEM menghasilkan persamaan kesuksesan proyek berdasarkan nilai *total effects* yaitu  $S = 0,659O + 0,151R + 0,231P + 0,810K$ . Berdasarkan wawancara dan FGD diperoleh kriteria penilaian kinerja dalam skala 1 – 5 beserta deskripsinya. Model yang dikembangkan diharapkan bermanfaat dalam manajemen pelaksanaan proyek konstruksi di Indonesia untuk meningkatkan potensi tercapainya kesuksesan berdasarkan manajemen unsur-unsur proyek. Model seperti ini masih terbatas dalam literatur, dimana kebanyakan model yang ada berdasarkan indikator biaya, mutu dan waktu. Model yang diusulkan memberi kontribusi baru dalam bidang manajemen proyek dengan memberikan model penilaian kinerja yang bersifat *leading* yaitu dapat memberi saran dalam usaha mencapai kesuksesan proyek. Model yang dikembangkan berdasarkan hasil empiris, dimana kebanyakan model yang ada berdasarkan teori.

**Kata kunci:** Penilaian kinerja, unsur proyek, sukses success, SEM, BARS.

## ***ABSTRACT***

The implementation of construction projects in Indonesia faces various issues such as delays, over-budgeting, poor quality, workplace accidents, and other problems. Most project issues can be linked to the low performance of project elements, such as the owner, the contractor, and the consultant. Existing literature indicates that the performance of project elements has a positive impact on project success. However, a performance assessment model for project elements has not yet been identified, with most existing models based on cost, quality, and time indicators that are lagging or provide information about past events, thus being less useful. This research aims to develop a performance assessment model for project elements that can assist project element management in achieving project success.

This research was conducted in two phases: the development of a performance relationship model for project elements based on Structural Equation Modeling (SEM) analysis and the development of performance assessment criteria based on interview results and Focus Group Discussions (FGD). SEM analysis was chosen to develop the model based on theory, which was then tested using data from the survey. The survey involved 273 respondents who are construction project practitioners in Indonesia, representing owners (27%), planning consultants (15%), supervisory consultants (17%), and contractors (41%).

This research resulted in a performance assessment model for key elements in the implementation of construction projects in Indonesia, comprising the owner, the planning consultant, the supervisory consultant, and the contractor. The SEM analysis produced a project success equation based on total effects values, namely  $S = 0.66O + 0.15R + 0.23P + 0.81K$ . Based on interviews and a focus group discussion, performance assessment criteria were obtained on a scale of 1 – 5 along with their descriptions. The developed model is expected to be beneficial in the management of construction project implementation in Indonesia to enhance the potential for project success based on the management of project parties. Such models are limited in the literature, as most existing models are based on cost, quality, and time indicators. The proposed model contributes a new knowledge to project management by providing a leading performance assessment model that can offer suggestions for achieving project success. The developed model is based on empirical results, whereas many existing models are based on theory.

**Keywords:** Performance assessment, project parties, success, SEM, BARS.