

INTISARI

Middle manager merupakan posisi yang unik, karena memiliki dua peran, yaitu sebagai atasan sekaligus sebagai bawahan. Proyek memiliki ciri yang berbeda jika dibandingkan dengan konteks operasional. *Middle manager* pada proyek merupakan seorang *project leaders* sehingga *middle manager* pun tidak lepas dari aktivitas *boundary spanning*. *Boundary spanning* merupakan kemampuan serta usaha dalam menjalin dan *manage* hubungan dengan pihak luar dirinya serta timnya yang dapat mempengaruhi kinerjanya. Dalam penelitian terkait proyek, kesuksesan proyek sering dikaitkan dengan peran *project manager*. Penelitian mengenai peran *project middle manager* masih terbatas. Sementara, peran *middle manager* dalam konteks operasional telah banyak dibahas dan diketahui memiliki peran yang penting bagi manajemen. Hal tersebut yang mendasari perlu dilakukan penelitian terkait kerangka berpikir antara *boundary spanning*, *middle manager* proyek, serta kinerja proyek.

Perancangan instrumen dari dimensi pengukuran tersebut kemudian digunakan sebagai kuesioner yang ditujukan kepada *project manager* pada proyek konstruksi di Indonesia, yang mewakili penilaian terhadap kinerja proyek. Dari 604 kuesioner yang disebar, kuesioner yang kembali sebanyak 94 kuesioner. Sesudah data cleansing, kuesioner yang diperoleh adalah 85 kuesioner. Pengolahan ini menggunakan analisis regresi dan *Partial Least Square* (PLS) dalam mengolah data. Kemudian dari kedua uji statistik tersebut dibandingkan dan dipilih PLS untuk penarikan kesimpulan karena lebih komprehensif.

Dari hasil pengujian, strategi *boundary spanning* mempengaruhi kinerja *middle manager* proyek dan kinerja proyek secara signifikan. Karakteristik/tipe *boundary spanning* tidak signifikan memoderasi hubungan antara strategi *boundary spanning* terhadap kinerja *middle manager* proyek. Tantangan kondisi *boundary* berkaitan dengan atasan dan bawahan, sesama rekan kerja di bagian lain, serta *stakeholder* tidak memberi pengaruh pada bagaimana mengelola *boundary spanning* yang berdampak pada kinerja *middle manager* proyek. Kinerja *middle manager* proyek tidak signifikan mempengaruhi kinerja proyek. Kinerja *middle manager* tidak menjadi variabel mediator antara hubungan strategi *boundary spanning* dengan kinerja proyek. Maka, peran *middle manager* pada manajemen proyek berbeda dengan peran *middle manager* proyek pada manajemen operasi.

Kata Kunci: *boundary spanning*, manajemen proyek, *middle manager* proyek, kinerja proyek

ABSTRACT

Middle manager is a unique position, because it has two roles, namely as superiors as well as subordinates. Projects have different characteristics when compared to the operational context. Middle manager on the project is a project leader so that middle manager is not separated from boundary spanning activity. Boundary spanning is the ability and effort in establishing and managing relationships with outside parties themselves and his team that can affect its performance. In project related research, project success is often associated with the role of the project manager. Research on the role of project middle manager is still limited. Meanwhile, the role of middle manager in the operational context has been widely discussed and is known to have an important role for management. This is the underlying need to do research related to the framework of thinking between boundary spanning, project middle manager, and project performance.

The design of the instrument from the measurement dimension was then used as a questionnaire addressed to the project manager on a construction project in Indonesia, which represents an assessment of project performance. Of the 604 questionnaires distributed, the questionnaire returned as many as 94 questionnaires. After cleansing data, the questionnaire obtained was 85 questionnaires. This treatment uses regression analysis and Partial Least Square (PLS) in data processing. Then from both statistical tests are compared and selected PLS for the withdrawal of conclusions because it is more comprehensive.

From the test results, the boundary spanning strategy significantly affects the performance of the project manager and project performance. The boundary spanning characteristic/type does not significantly moderate the relationship between the boundary spanning strategy on the performance of the middle project manager. The challenge of boundary conditions with respect to superiors and subordinates, fellow co-workers in other sections, and stakeholders has no effect on how to manage boundary spanning that impacts the performance of the project middle manager. The performance of project middle manager does not significantly affect the project performance. Middle manager performance does not become a mediator variable between the boundary spanning strategy relationship with project performance. So, the role of middle managers in project management differs from that of the project manager's middle manager role.

Keywords: boundary spanning, project management, middle project manager, project performance