

ABSTRAK

ANALISIS PENGARUH FAKTOR-FAKTOR KESUKSESAN MANAJEMEN PROYEK PADA BIDANG PROYEK TELEKOMUNIKASI Studi Pada PT. ERICSSON INDONESIA

Yosef Sinung Ardi Nugraha

15/392001/PEK/21447

Industri telekomunikasi operator seluler menjadi salah satu industri di bidang telekomunikasi yang mana memiliki perkembangan sangat cepat dan melibatkan berbagai pihak. Kompetisi industri telekomunikasi yang makin ketat dinilai mendorong perusahaan melakukan efisiensi. Menjawab dengan tantangan dan kondisi yang ada, diperlukan kekuatan manajemen yang handal dan kuat dalam melaksanakan program-program kerjanya. Proyek yang optimal dan efisien adalah suatu wujud kesuksesan manajemen proyek yang telah berupaya melaksanakan proyek.

Data dikumpulkan dengan menggunakan metode wawancara mendalam dan kuesioner. Kuesioner disusun dari kriteria dan subkriteria yang mengacu pada Scoot-Young (2017), meliputi: *Organization context, team design, team leadership* dan *team process*. Subkriteria terdiri atas *Clear Project Goal, Senior Management Support, Cross Functionally integrated project team, Autonomous Project Team, Team Experience, Team Continuity, Office Designed for Communication, Co-Location, Virtual Office, Project Manager Continuity, Project Manager Incentive, Problem Solving*, dan *Team Potency*. Alternatifnya adalah Biaya proyek, Jadwal Proyek dan Operasional proyek. Dengan menggunakan metode Dematel dan ANP, data diolah dan diinterpretasikan untuk menjawab pertanyaan dan tujuan penelitian.

Berdasarkan hasil analisis Dematel dan ANP, kesuksesan manajemen proyek dipengaruhi oleh faktor-faktor sebagai berikut: (1) kelompok faktor *dispatcher* (yang mempengaruhi) meliputi *Clear Project Goal, Senior Management Support, Team Experience, Team Continuity, Problem Solving* dan *Team Potency*; dan (2) kelompok *receiver* (yang dipengaruhi), meliputi *Cross Functional Org., Autonomous Project Team, Co Location, Virtual Office, Office Design for Comm., Project Manager Continuity* dan *Project Manager Incentives*. Faktor alternatif operasional proyek memiliki peringkat tertinggi pada analisis kesuksesan manajemen proyek pada PT Ericsson Indonesia. Usulan rekomendasi yang sekiranya bisa diberikan, bisa digunakan untuk meningkatkan kinerja manajemen proyek dalam perusahaan. Alternatif faktor operasional proyek memiliki tingkat kepentingan tertinggi dibandingkan dengan aspek jadwal proyek dan biaya proyek. Langkah yang bisa diambil untuk meningkatkan operasional proyek meliputi; penerapan rincian pekerjaan yang terukur; penerapan proses dan petunjuk kerja pada proyek; penerapan dan pengorganisasian dokumentasi terhadap dokumen yang disiapkan.

Kata kunci: Telekomunikasi, manajemen proyek, kesuksesan.

ABSTRACT

AN ANALYSIS OF FACTORS AFFECTING PROJECT MANAGEMENT IN THE FIELD OF TELECOMMUNICATION PROJECT A Study of PT. ERICSSON INDONESIA

**Yosef Sinung Ardi Nugraha
15/392001/PEK/21447**

Mobile operator telecommunication industry has become one of the industries in the field of telecommunication that has rapidly grown and involves multiple parties. The competency of the telecommunication industry that has become more competitive is viewed as the driving force for companies to be efficient. To respond to the challenges and existing conditions, a strong and excellent management is required to ensure the running of the work programs. Projects that are optimal and efficient is one of the expressions of success in project management that attempts to run a project.

The research data was collated using in-depth interview and questionnaire. The questionnaire was designed from the criteria and sub-criteria proposed by Scoot-Young (2017), which includes: organization context, team design, team leadership and team process. The sub-criteria comprise of clear project goal, senior management support, cross-functionally integrated project team, autonomous project team, team experience, team continuity, office designed for communication, co-location, virtual office, project manager continuity, project manager incentive, problem solving, and team potency. The alternatives are project cost, project scheduling, and project operation. By utilizing Dematel and ANP method, data is processed and interpreted to answer the questions and aim of the research.

Based on the analysis result of Dematel and ANP, the success of project management is affect by the following factors: (1) the dispatcher factor group (influencing factors) that includes clear project goal, senior management support, team experience, team continuity, problem solving and team potency, (2) the receiver (affected factors) that includes cross-functional organisation, autonomous project team, co-location, virtual office, office design for communication, project manager continuity, and project manager incentives. The alternative factor, project operation aspect, has the highest ranking in the analysis of the success of project management in PT. Ericsson Indonesia. The alternative factor, project operation, is the most important compared to other aspects; project scheduling and project cost. Possible solution to improve the project operation includes the increase implementation of detailed work details; implementation of work processes and instructions on the project; implementing and organizing any documentation of prepared documents.

Keywords: *Telecommunication, Project Management, Success*