

**PENERAPAN *CRITICAL PATH METHOD*
TERHADAP PENYELESAIAN PROYEK TERKENDALA
PEMBEBASAN LAHAN:
STUDI KASUS DI PROYEK PT. ADHI KARYA**

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Pembangunan infrastruktur sedang gencar dilakukan pemerintah Indonesia dalam rangka percepatan peningkatan pertumbuhan perekonomian negara. Bisnis jasa konstruksi secara langsung ikut mengalami kemajuan yang cukup pesat. PT Adhi Karya (Persero) Tbk. sebagai salah satu perusahaan Badan Usaha Milik Negara (BUMN) banyak menangani pekerjaan-pekerjaan infrastruktur seperti jalan, jembatan, bendungan dan irigasi dimana banyak dijumpai kendala pembebasan lahan dimana pengendalian waktu dan biaya dengan penerapan *critical path method* (CPM) banyak digunakan. Penelitian ini bertujuan untuk mengetahui bagaimana penerapan CPM dengan mencari hal-hal apa saja yang terkendala pembebasan lahan, pelaksanaan CPM serta bagaimana hasil penerapannya. Penelitian ini menggunakan metode deskriptif kualitatif dengan pengumpulan data primer melalui wawancara narasumber. Dari hasil penelitian ini diketahui bahwa kendala pembebasan lahan akan berdampak pada dimulainya suatu proyek bila item pekerjaan tersebut termasuk dalam lintasan kritis dan berada di awal pekerjaan, hal ini akan berimplikasi terhadap penambahan sumber daya dan biaya. Penerapan *project crashing* dengan prinsip *cost-time trade-off* terbukti bisa diterapkan dengan mempertimbangkan beberapa parameter yaitu implikasi biaya, batasan penambahan sumber daya dan sifat atau tipe pekerjaan yang tidak bisa dipercepat durasinya. Hasil penerapan *critical path method* (CPM) pada bagian pekerjaan yang terkendala pembebasan lahan akan berisiko tidak terselesaikan bila termasuk dalam lintasan kritis posisi urutan terakhir. Kendala yang ada adalah pada kompetensi dan kemampuan personil dalam mendetailkan WBS secara menyeluruh, menerapkan, memonitor dan mengevaluasi penerapan *critical path method* (CPM).

Kata kunci: *critical path method, proyek infrastruktur, pembebasan lahan*

ABSTRACT

**APPLICATION CRITICAL PATH METHOD TOWARDS
COMPLETION OF THE PROJECT CONSTRAINED BY LAND
ACQUISITION:
CASE STUDY IN PT. ADHI KARYA PROJECT**

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Infrastructure development is being intensively carried out by the Indonesian government in the context of accelerating the increase in the country's economic growth. The construction services business is directly experiencing rapid progress. PT Adhi Karya (Persero) Tbk. as one of the State-Owned Enterprises (SOE) companies, many deals with infrastructure works such as roads, bridges, dams, and irrigation where many land acquisition constraints are encountered where time and cost control by applying the critical path method (CPM) is widely used. This study aims to find out how the implementation of CPM is by looking for things that are constrained by land acquisition, CPM implementation, and how the results of its implementation. This research uses a descriptive qualitative method by collecting primary data through interviewees. From the results of this study it is known that land acquisition constraints will have an impact on the start of a project if the work item is included in the critical path and is at the beginning of the work, this will have implications for additional resources and costs. The application of project crashing with the principle of cost-time trade-off is proven to be applicable by considering several parameters, namely the cost implications, the limitation of additional resources and the nature or type of work whose duration cannot be accelerated. The result of applying the critical path method (CPM) on the part of the work that is constrained by land acquisition will risk not being completed if it is included in the critical path of the last sequence position. The existing constraints are the competence and ability of personnel in detailing the WBS as a whole, implementing, monitoring and evaluating the application of the critical path method (CPM).

Keywords: critical path method, infrastructure project, land acquisition.