

## Analysis of technical implementation officer satisfaction of activities on the performance of local contractors on road and bridge projects in Sarmi regency

Ivan Hairil Pratama Rachman<sup>1</sup>, Bernathius Julison<sup>2</sup>, Harmonis Rante<sup>3</sup>

<sup>1,2,3</sup>Cenderawasih University, Indonesia

Article Info	ABSTRACT
<b>Keywords:</b> Public Works, Spatial Planning, Construction	With the increase in construction development, the demand for construction services is increasing with the demand that the results of construction work are of high quality. Quality construction work results must certainly be supported by the readiness of supporting factors, namely management factors, financial factors, human resource factors, work experience factors, supporting facilities and infrastructure factors and equipment readiness factors. So that a construction project can be said to be successful if it is able to meet its objectives, namely: completed at the planned time, in accordance with the allocated costs and meet the required quality. The location of the research was carried out on road and bridge construction work managed by the Public Works and Spatial Planning Office in Sarmi Papua.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Bernathius Julison Cenderawasih University, Indonesia <a href="mailto:bjulison@gmail.com">bjulison@gmail.com</a>

### INTRODUCTION

Development demands in all fields are increasingly felt, especially Papua and West Papua, this is done in order to improve the standard of living of the community. Much progress must be pursued with development in all fields. The development is in the form of physical construction of projects, construction of buildings, bridges, roads, irrigation, large or small industries, telecommunications networks, and others. So that makes competition to win a project in the tender very tight with various requirements that are more often dominated by non-local entrepreneurs than local Papuan entrepreneurs (Indigenous Papuan Business Actors). Therefore, the President of the Republic of Indonesia issued Presidential Regulation of the Republic of Indonesia Number 17 of 2019 concerning Procurement of Government Goods/Services to Accelerate Welfare Development in Papua and West Papua Provinces. This Presidential Regulation is made and regulated specifically for Papuan Local Entrepreneurs (Indigenous Papuan Business Actors). Where the important point that distinguishes it from other Presidential Regulations is in article 7 paragraph 28 which says that Direct Procurement is a selection method to obtain Providers of Goods/Construction Works/Other Services worth a maximum of Rp. 1,000,000,000.00 (one billion rupiah) or a selection method to obtain Consulting Service Providers worth a maximum of Rp. 200,000,000.00 (two hundred million rupiah). As well as paragraph 31

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which says that a Limited Tender is a post-qualification Tender whose participants are limited to Papuan Business Actors to obtain Providers of Goods/Construction Works/Other Services worth at least above Rp. 1,000,000,000.00 (one billion rupiah) and a maximum of Rp. 2,500,000,000.00 (two billion five hundred million rupiah), (Perpres, 2019).

So that in general, the Regional Governments of Papua and West Papua use Presidential Regulation of the Republic of Indonesia Number 16 of 2018 concerning Procurement of Government Goods/Services, Presidential Regulation of the Republic of Indonesia Number 17 of 2019 concerning Procurement of Government Goods/Services for the Acceleration of Welfare Development in Papua and West Papua Provinces, Presidential Regulation of the Republic of Indonesia Number 12 of 2021 concerning Amendments to Presidential Regulation of the Republic of Indonesia Number 16 of 2018 concerning Procurement of Government Goods/Services and Regulation of the Government Procurement Policy Institute (LKPP) in the project tender process (Perpres, 2018; Presidential Decree, 2019; Perpres, 2021).

Direct procurement projects (PL) in Papua and West Papua are given specifically to Papuan Local Entrepreneurs (Indigenous Papuan Business Actors) in accordance with the mandate of the Presidential Regulation of the Republic of Indonesia Number 17 of 2019. However, during implementation in the field, projects often do not always run according to the scheduling that has been made. There are many factors that cause this to happen so that the quality (quality) of the expected work is not as expected (Perpres, 2019).

Performance is often used as a benchmark in assessing a result achieved against something. So that the success of a company can be measured from the performance of the company which depends on the quality of performance of each individual in the company. In achieving a superior performance, management is needed to maximize human resources as actors in carrying out company strategy. Performance is the responsibility of every individual in it and not because of a leader. Organizational performance indicators are quantitative and qualitative measures that describe the level of achievement of goals or objectives that have been set by taking into account the elements of indicators, namely: input, output, outcome, benefit, impact (Alwi, 2001). With the increase in construction development, the demand for construction services is increasing with the demand that the results of construction work are of high quality. Quality construction work results must certainly be supported by the readiness of supporting factors, namely management factors, financial factors, human resource factors, work experience factors, supporting facilities and infrastructure factors and equipment readiness factors. So that a construction project can be said to be successful if it is able to meet its objectives, namely: completed at the planned time, in accordance with the allocated costs and meet the required quality.

## METHODS

The location of the research was carried out on road and bridge construction work managed by the Public Works and Spatial Planning Office in Sarmi Papua. The location of this research is in Sarmi which is one of the districts in Papua Province. With an area of

18,034 km<sup>2</sup>. It is divided into 19 districts with Sarmi as the district capital. Sarmi Regency is located in the northern part of Papua Island, with a population of 41,849 people (2021), and a population density of 2.32 people/km<sup>2</sup>. The territory itself is bordered by the Pacific Ocean to the north, Central Mamberamo Regency to the south, Mamberamo Raya to the west, and Jayapura regency to the east. Sarmi Regency is geographically located at 138°05' East Longitude – 140°30' East Longitude and 1°35' South Latitude – 3°35' South Latitude. The district has an area of 13,965.58 km<sup>2</sup>. (Sarmi, 2021).

In this study, qualitative research is a method with a sampling system from a population and through a structured questionnaire as a data collection tool. (Mersiana Deti<sup>1</sup>, Kristoforus Je<sup>2</sup>, Marselinus Yuniur Nisanon<sup>3</sup>, 2019).

Data analysis is carried out using two methods:

1. Metode Customer Satisfaction Index (CSI)

Customer Satisfaction Index (CSI) or in Indonesian called the User Satisfaction Index (IKP) method. is an index that measures the level of customer satisfaction based on certain attributes. The attributes measured can be different for each industry, even each company. The overall satisfaction of the post-purchase decision evaluation is weak because the value obtained from the statement about the overall level of satisfaction does not take into account the importance of the attribute. In fact, attributes that have an overall satisfaction level that is higher than others will affect the overall level of satisfaction compared to other attributes that are considered less important.

2. Metode IPA (Importance Performance Analysis)

According to Simamora (2002) Importance and Performance Analysis is an easy application technique to measure attributes of importance and performance levels that are useful for the development of effective marketing programs. This method is one of the bases for management in making decisions about what actions should be taken to improve company performance in order to increase customer satisfaction.

## RESULTS AND DISCUSSION

### Compatibility Level

The level of conformity is the result of comparing the company's performance score with the company's importance score. Where the level of conformity is used to determine the order of priority improvement of the measured performance factors. The results of the conformity level can be seen in table 1 as follows.

**Table 1** Degree of Conformity of Performance to Importance

Variable	Indicator	Code	Perform ance	Import ance	Compatibili ty Level	Rank ing
Measurement, analysis and improvement (Product)	Fulfillment of construction functions	A1	4.53	5.00	90.68%	3
	Conformity of Quality of work to technical specifications	A2	3.82	5.00	76.31%	7

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Quality Management System	Application of procedures and work instructions in completing projects	B1	3.44	5.00	68.74%	14
	Routine and orderly administration	B2	3.22	5.00	64.47%	20
	Conformity of project reports with actual conditions in the field	B3	3.67	5.00	73.40%	8
Management Responsibilities	Complete project management organizational structure	C1	1.00	5.00	20.00%	22
	Application of occupational safety and health systems in the project environment	C2	1.00	5.00	20.00%	23
Resource Management	Expertise of project workers in using equipment in the field	D1	4.44	5.00	88.74%	4
	The accuracy of the construction method used	D2	3.52	5.00	70.49%	10
	Timeliness of project completion	D3	3.51	5.00	70.29%	11
	Discipline and adherence to agreed project schedules	D4	3.44	5.00	68.74%	15
	Availability of work equipment during the life of the project	D5	3.15	5.00	62.91%	21
Product Realization	Realistic work plan (scheduling)	E1	3.94	5.00	78.83%	6
	Shop drawings submitted before carrying out the project	E2	1.00	5.00	20.00%	24
	Openness in informing risks that may occur during the project life	E3	3.29	5.00	65.83%	19
	Speed of handling problems (cost, quality, time, conflicts, etc.) that occur in the field	E4	3.31	5.00	66.21%	18
	Speed in responding to project owner requests	E5	3.42	5.00	68.35%	16
	Ease of service provided (cooperative)	E6	3.50	5.00	69.90%	13
Measurement, analysis and	Speed of solving deficiencies / damage / defects encountered during the handover inspection of work results	F1	3.40	5.00	67.96%	17
	Implementation of handover after fulfillment of inspection procedures	F2	4.76	5.00	95.15%	2

improvement (Service)	Maintenance assurance and quality assurance of materials used	F3	4.93	5.00	98.64%	1
	Implementation of project quality control and supervision on a scheduled basis	F4	3.54	5.00	70.87%	9
	The level of cleanliness and order during the project implementation period	F5	3.51	5.00	70.29%	12
	Conformity of project scope to contract	F6	4.02	5.00	80.39%	5

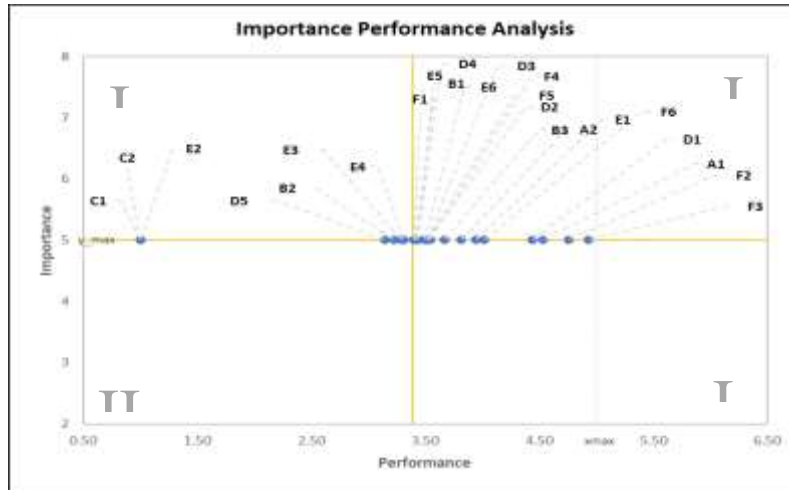
From table 1 it can be seen that the highest level of conformity is in two indicators in the variables of measurement, analysis and improvement (*service*). In the first place there is an F3 indicator (maintenance assurance and quality assurance of the material used) with a conformity level value of 98.64%. In other words, local contractors are able to provide a match between their performance and government interests by 98.64% in terms of F3 indicators. In the second place there is an F2 indicator (handover after the fulfillment of inspection procedures) with a level of conformity of 95.15%. Then in third place there is one indicator in the variables of measurement, analysis and improvement (product). The indicator is A1 (fulfillment of the construction function) with a conformity rate of 90.68%.

In contrast, the lowest level of conformity is in one of the indicators in the product realization variable and all indicators in the responsibility and management variables. These indicators are C1 (complete project management organizational structure), C2 (implementation of occupational safety and health system in the project environment), and E2 (*shop drawing* submitted before implementing the project). The three indicators have the same level of adjustment value of 20% where this value is fairly low. If there are things that must be evaluated as soon as possible, these three indicators must be evaluated immediately because they have the lowest level of suitability value.

### Importance Performance Analysis (IPA)

The results of the *Importance Performance Analysis* (IPA) analysis are poured into the form of quadrant data visualization. There is something quite unique about the output of image 4.2, namely, at the horizontal quadrant boundary drawn from the y-axis. It is known that the highest measurement scale at the level of importance and level of performance in this study is 5. It is also known that it turns out that the government as a respondent fills in the answer to the level of importance on all indicators by 5. When each answer is averaged and the results are averaged again for all indicators, an overall average of 5 will be obtained. In the *Importance Performance Analysis* (IPA) quadrant, the limit of the quadrant on the y-axis is the average of the overall importance. This is unique because the limit of its quarrance on the y-axis is equal to the highest value on the Y-axis. In figure 4.1 the value on the y-axis is passed above 5 so that there is room to put the label data and show also that actually the point should have entered the category of quadrant I and quadrant II. No

more getting into areas that are considered unimportant (quadrant III and quadrant IV) because respondents have answered the level of importance at maximum value.



**Gambar 1** Kuadran Importance Performance Analysis (IPA)

From figure 1 it can be seen that:

- **Quadran I**  
The indicators included in quadrant I are C1 (complete project management organizational structure), C2 (implementation of occupational safety and health system in the project environment), E2 (shop drawing submitted before implementing the project), D5 (availability of work equipment during the project period), B2 (routine and orderly administration), E3 (openness in informing risks that may occur during the project period), and E4 (speed of handling problems (cost, quality, time, conflict, etc.) that occur in the field). The inclusion of these indicators in quadrant I shows that these indicators should be a priority to be immediately evaluated by local contractors because they have a high level of importance but still do not perform well.
- **Kuadran II**  
The indicators that are not included in quadrant I are the rest are included in quadrant II. The number of indicators included in quadrant II there are 17 indicators, namely, indicators F1, E5, B1, D4, E6, D3, F4, F5, D2, B3, A2, E1, F6, D1, A1, F2 and F3. All indicators that fall into quadrant II need to be maintained because they are considered important and local contractors provide good performance.
- **Quadrant III and IV**  
Please note again that the government in this case as a respondent gave an answer to the level of importance on all indicators with a maximum answer of 5. So it is considered that none of the indicators fall into the area of quadrants III and IV. In other words, none of the indicators has low priority and overperformance.

### Customer Satisfaction Index (CSI)

Customer satisfaction index *analysis* is carried out to see the calculation of the overall satisfaction index whose results are obtained from the average score of importance level and performance level. The *Customer Satisfaction Index* value is obtained by dividing the *Total Weight Score* value by the maximum scale used, in this study using the Likert scale (1-5). After dividing by five, then multiplied by one hundred percent. The *Total Weight Score* value is obtained by adding up all the *Weight Score results* on each indicator.

**Tabel 2.** *Customer Satisfaction Index (CSI)*

Variable	Indicator	Code	THAT	MSS	WF	WS
Measurement, analysis and improvement	Fulfillment of construction functions	A1	5.00	4.53	0.042	0.19
	Conformity of Quality of work to technical specifications	A2	5.00	3.82	0.042	0.16
Quality Management System	Application of procedures and work instructions in completing projects	B1	5.00	3.44	0.042	0.14
	Routine and orderly administration	B2	5.00	3.22	0.042	0.13
	Conformity of project reports with actual conditions in the field	B3	5.00	3.67	0.042	0.15
Management Responsibilities	Complete project management organizational structure	C1	5.00	1.00	0.042	0.04
	Application of occupational safety and health systems in the project environment	C2	5.00	1.00	0.042	0.04
Resource Management	Expertise of project workers in using equipment in the field	D1	5.00	4.44	0.042	0.18
	The accuracy of the construction method used	D2	5.00	3.52	0.042	0.15
	Timeliness of project completion	D3	5.00	3.51	0.042	0.15
	Discipline and adherence to agreed project schedules	D4	5.00	3.44	0.042	0.14
	Availability of work equipment during the life of the project	D5	5.00	3.15	0.042	0.13
Product Realization	Realistic work plan (scheduling)	E1	5.00	3.94	0.042	0.16
	Shop drawings submitted before carrying out the project	E2	5.00	1.00	0.042	0.04
	Openness in informing risks that may occur during the project life	E3	5.00	3.29	0.042	0.14

	Speed of handling problems (cost, quality, time, conflicts, etc.) that occur in the field	E4	5.00	3.31	0.042	0.14
	Speed in responding to project owner requests	E5	5.00	3.42	0.042	0.14
	Ease of service provided (cooperative)	E6	5.00	3.50	0.042	0.15
Measurement, analysis and improvement	Speed of solving deficiencies / damage / defects encountered during the handover inspection of work results	F1	5.00	3.40	0.042	0.14
	Implementation of handover after fulfillment of inspection procedures	F2	5.00	4.76	0.042	0.20
	Maintenance assurance and quality assurance of materials used	F3	5.00	4.93	0.042	0.21
	Implementation of project quality control and supervision on a scheduled basis	F4	5.00	3.54	0.042	0.15
	The level of cleanliness and order during the project implementation period	F5	5.00	3.51	0.042	0.15
	Conformity of project scope to contract	F6	5.00	4.02	0.042	0.17
	Total		120.00			
	Weight Score Total		3.39			
	Customer Satisfaction Index (%)		67.79 %			

From table 2 based on the results of the analysis, *the Customer Satisfaction Index (CSI) value was 67.79 percent. The CSI value is obtained by dividing the Total Weight Score value by the maximum scale used, in this study the Likert scale (1-5) was used. Thus, based on the satisfaction index, the Customer Satisfaction Index (CSI) value of local contractors is in the range of 52% < CSI < 67% which means the consumer satisfaction index is in the "Quite Satisfied" criteria. Based on the results of the calculation of the CSI value obtained, local contractors must improve service quality to the maximum so that the performance of attributes / indicators on product quality / service can increase so that consumer satisfaction in this case the government can also be improved.*

### The Effect of Variables on Performance

The influence of the most dominant variable on the performance of local contractors can be seen in the degree of conformity of the variable in figure 2:



Figure 2. Variable Conformity Level

In figure 2 it can be seen that the variable that has the highest level of suitability is found in the variable of measurement, analysis and improvement (*product*) with a conformity rate value of 83%. Then followed by the variables of measurement, analysis and improvement (*service*) with a conformity rate value of 81%. Thus the most dominant variables affecting the performance of local contractors are measuring, analysis and improvement (*product*) variables and measurement, analysis and repair (*service*) variables.

## Discussion

### Importance Performance Analysis (IPA)

From the results of the Importance Performance Analysis (IPA) analysis, it is known that the performance of local contractors is in quadrant I and quadrant II where quadrant I includes indicators C1, C2, E2, D5, B2, E3, and E4 which are top priorities that must be improved because they have a high level of importance but their performance is still not good.

1. Quadrant I with indicator C1 (Complete Project Management Organizational Structure), is a very important indicator in the implementation of a project activity, where the organizational structure helps the company to place individuals according to their fields and expertise so as to make the level of coordination measurable and directed between the Technical Implementation Officer of Activities and contractors in the field. But in reality this has never been well noticed by local contractors, so that at the time of carrying out work in the field, the Technical Activity Implementation Officer does not know who to communicate with who is assigned as the person in charge of the project (Site Manager). Indicator C1 is rated with a Conformity Rate of 20.00%.
2. Quadrant I with indicator C2 (Application of Occupational Safety and Health System in the Project Environment), is a very important indicator but has never been implemented by local contractors. So there were many accidents at the project site. Indicator C2 is rated with a Conformity Rate of 20.00%.

3. Quadrant I with indicator E2 (Shop Drawing Submitted Before Carrying Out the Project), working drawings (Shop Drawing) are made by the contractor to be used as the basis for the foundation of a work or implementation of a field construction project. So that Shop Drawing is very important in a construction project. But in reality local contractors never make it and always use plan drawings from planning consultants as a reference for work. Indicator E2 is rated with a Conformity Rate of 20.00%.
4. Quadrant I with indicator D5 (Availability of Work Equipment During the Project Period), is one of the most important indicators in the implementation of projects in the field. But what is often encountered in the field is the availability of incomplete work equipment, especially heavy equipment that is often used for road and bridge projects. This is due to the lack of availability of heavy equipment in Sarmi Regency and no one wants to rent heavy equipment in a short time. The D5 indicator is rated with a Conformity Rate of 62.91%.
5. Quadrant I with indicator B2 (Routine and Orderly In Administration), one of the indicators that is very important in project implementation is Administration, but in fact this often becomes late, because there are no experts and administration personnel owned by local contractors to process data on work progress reports and work progress bills. All progress reports are assisted and done by supervisory consultants. Indicator B2 is rated with a Conformity Rate of 64.47%.
6. Quadrant I with indicator E3 (Openness in Informing Risks that May Occur During the Project Period), this is very important because it affects project time, implementation and costs. But this is rarely informed to the Technical Implementation Officer of the Activity. The E3 indicator is rated with a Conformity Rate of 65.83%.
7. Quadrant I with indicator E4 (Speed of Handling Problems of Cost, Quality, Time, Conflict, etc., that Occur in the Field) is a very important indicator in a project activity. But in reality the implementation is too slow to affect the implementation of the project. The E4 indicator is rated with a Conformity Rate of 66.21%.

While quadrant II includes indicators F1, E5, B1, D4, E6, D3, F4, F5, D2, B3, A2, E1, F6, D1, A1, F2 and F3 need to be maintained because they have a high level of importance and good performance.

1. Quadrant II with the F1 indicator (Speed of Resolving Deficiencies / Damage / Defects encountered during the Handover Inspection of Work Results), is a very important indicator in a project activity and can be carried out by local contractors well. The F1 indicator is rated with a Conformity Rate of 67.96%.
2. Quadrant II with indicator E5 (Speed in Responding to Project Owner's Request), is a very important indicator in a project activity and can be implemented by local contractors well. The E5 indicator is rated with a Conformity Rate of 68.35%.
3. Quadrant II with indicator B1 (Application of procedures and work instructions in completing a project), is a very important indicator in a project activity and can be

- implemented by local contractors well. Indicator B1 is rated with a Conformity Rate of 68.74%.
4. Quadrant II with indicator D4 (Discipline and compliance with the agreed project schedule), is a very important indicator in a project activity and can be carried out by local contractors well. The D4 indicator is rated with a Conformity Rate of 68.74%.
  5. Quadrant II with indicator E6 (Ease of service provided (cooperative)), is a very important indicator in a project activity and can be carried out by local contractors well. The E6 indicator is rated with a Conformity Rate of 69.90%.
  6. Quadrant II with indicator D3 (Timeliness of project completion), is a very important indicator in a project activity and can be implemented by local contractors well. The D3 indicator is rated with a Conformity Rate of 70.29%.
  7. Quadrant II with indicator F4 (Implementation of project quality control and control on a scheduled basis), is a very important indicator in a project activity and can be carried out by local contractors well. The F4 indicator is rated with a Conformity Rate of 70.87%.
  8. Quadrant II with indicator F5 (Level of cleanliness and order during the project implementation period), is a very important indicator in a project activity and can be implemented by local contractors well. The F5 indicator is rated with a Conformity Rate of 70.29%.
  9. Quadrant II with indicator D2 (Accuracy of construction method used), is a very important indicator in a project activity and can be implemented by local contractors well. The D2 indicator is rated with a Conformity Rate of 70.49%.
  10. Quadrant II with indicator B3 (Conformity of project reports with actual conditions in the field), is a very important indicator in a project activity and can be carried out by local contractors well. Indicator B3 is rated with a Conformity Rate of 73.40%.
  11. Quadrant II with indicator A2 (Quality Conformity of work results to technical specifications), is a very important indicator in a project activity and can be carried out by local contractors well. Indicator A2 is rated with a Conformity Rate of 76.31%.
  12. Quadrant II with indicator E1 (Realistic work plan (scheduling), is a very important indicator in a project activity and can be implemented by local contractors well. Indicator E1 is rated with a Conformity Rate of 78.83%.
  13. Quadrant II with indicator F6 (Conformity of project scope to contract), is a very important indicator in a project activity and can be implemented by local contractors well. The F6 indicator is rated with a Conformity Rate of 80.39%.
  14. Quadrant II with indicator D1 (Expertise of project workers in using equipment in the field), is a very important indicator in a project activity and can be provided by local contractors in the field well. Indicator D1 is rated with a Conformity Rate of 88.74%.
  15. Quadrant II with indicator A1 (Fulfillment of construction function), is a very important indicator in a project activity and can be carried out by local contractors well. Indicator A1 is rated with a Conformity Rate of 90.68%.

16. Quadrant II with indicator F2 (Implementation of handover after completion of inspection procedures), is a very important indicator in a project activity and can be carried out by local contractors well. The F2 indicator is rated with a Conformity Rate of 95.15%.

17. Quadrant II with indicator F3 (Maintenance assurance and quality assurance of materials used) is a very important indicator in a project activity and can be carried out by local contractors well. The F3 indicator is rated with a Conformity Rate of 98.64%.

### **Customer Satisfaction Index (CSI)**

From Table 4.2 based on the results of the analysis, the Customer Satisfaction Index (CSI) value was 67.79%. The CSI value is obtained by dividing the Total Weight Score value by the maximum scale used, in this study the Likert scale (1-5) was used.

### **The Effect of Variables on Performance**

From the results of the analysis of the Effect of Variables on Performance it is known that:

1. Measurement, Analysis and Improvement (Product), has a variable suitability rate of 83%.
2. Measurement, Analysis and Improvement (Service), has a variable conformity rate of 81%.
3. Resource Management (Service), has a variable conformity rate of 72%.
4. Quality Management System (Service), has a variable conformity rate of 69%.
5. Product Realization (Service), has a variable conformity rate of 62%.
6. Management Responsibility (Service), has a variable conformity rate of 20%.

## **CONCLUSION**

Based on the results of analysis and discussion. The following conclusions were obtained: There are 7 (seven) indicators that fall into quadrant I, namely: C1, C2, E2, D5, B2, E3, and E4. The inclusion of these indicators in quadrant I shows that these indicators should be a priority to be immediately evaluated by local contractors because they have a high level of importance but still do not perform well. The indicators that are not included in quadrant I are the rest are included in quadrant II. The number of indicators included in quadrant II there are 17 indicators, namely, indicators F1, E5, B1, D4, E6, D3, F4, F5, D2, B3, A2, E1, F6, D1, A1, F2 and F3. All indicators that fall into quadrant II need to be maintained because they are considered important and local contractors provide good performance. Based on the satisfaction index, the Customer Satisfaction Index (CSI) value of local contractors is in the range of 52% - 67% which means that the satisfaction index of the Technical Implementation Officer of Activities is in the criteria of "Quite Satisfied". Based on the results of the calculation of the CSI value obtained, local contractors must improve service quality to the maximum so that the performance of attributes / indicators on product quality / service can increase so that consumer satisfaction in this case the government can also be improved. The most dominant variable affecting the performance of local contractors is the Measurement, Analysis and Improvement (product) variable with a

conformity rate value of 83% and followed by the Measurement, Analysis and Repair (service) variable with a conformity rate value of 81%.

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