

# Analysis of Consultant Performance Satisfaction in Construction Projects: A Case Study of the ABC Supermarket Project in Jakarta

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**Abstract**—In construction projects, the performance of consultants is essential to the project's successful completion, particularly in terms of guaranteeing quality, punctuality, and cost effectiveness. The purpose of this study is to examine how five key factors: project planning and understanding, technical execution and supervision, monitoring and reporting, project control, and risk and safety management affect Consultant Performance Satisfaction. Utilizing a quantitative methodology and the Partial Least Square (PLS) analysis technique, this study examines data from 40 participants in the ABC Supermarket construction project in Jakarta. Stakeholder satisfaction is greatly impacted by three aspects, according to the test results: project planning and understanding, project control, and risk and safety management. While the other two have a negative influence, Project Control has the most pronounced beneficial influence out of the three. The effects of technical execution, supervision, monitoring, and reporting were not particularly noticeable. The variance in stakeholder satisfaction could be explained by the model in 54.6% of cases. The results highlight the strategic significance that consultants play in the project's management. It is anticipated that this study would serve as a guide for raising the standard of consulting services provided in Indonesia's retail construction industry.

**Keywords**—Satisfaction, Consultant Performance, Construction Project, Partial Least Squares (PLS), Project Control.

## I. INTRODUCTION

In construction projects, consultants play a crucial role in ensuring that the work is carried out according to the technical plan, budget, and schedule. Consultants act as a communication link between project owners and field implementers in addition to being technical supervisors. As a result, the project's ultimate success is determined by their performance. In addition to performing the technical supervision role in the ABC Supermarket construction project in Jakarta, the consultant is anticipated to be able to work as a strategic partner with the project owner to support the project's quality and seamless execution.

Numerous studies demonstrate that a number of critical factors, including communication, punctuality, accountability, and contribution to the project's ultimate quality, affect clients' satisfaction with consultants [1]. For instance, while the supervision function is typically effective, the project's social control and reporting components still have issues. Furthermore, there is a notable discrepancy between expectations and reality, particularly when it comes to expert qualification and professionalism [2]. However, numerous studies have highlighted the importance of consultants' added value in enhancing the quality of outcomes and avoiding work delays [3].

A satisfaction approach to the consultant's strategic role in assisting construction projects' success was used in this study to evaluate the consultant's performance. A questionnaire with a Likert scale of 1–5 is used to collect data [4], [5]. It contains 13

technical indicators and three more strategic indicators that gauge how well the consultant meets the client's expectations, how well they contribute to the quality of project outcomes, and whether they are likely to be recommended for future projects. The purpose of this study is to determine the level of stakeholder satisfaction with the achievement of results as well as consultant performance characteristics that represent the strengths and weaknesses of project implementation. The findings of this study are expected to provide useful suggestions for improving the quality of consultant services in the retail construction industry in Indonesia, as 40 respondents were directly involved in the ABC Supermarket construction project in Jakarta.

## II. LITERATURE REVIEW

### 2.1. Construction Project

A construction project is a planned series of actions to design, plan, build, and maintain a physical facility or structure [6]. The primary goal of the project is to create a structure that satisfies predefined requirements and specifications, which calls for a variety of disciplines and expertise, including architecture, civil engineering, project management, and structural engineering. Another way to think of construction projects is as a sequence of short-term actions that are intended to fulfill specific physical product or facility requirements within predefined schedule, cost, quality, and scope restrictions. Resource coordination, including personnel, supplies, equipment, and technology, is critical to the project's success [7], [8].

Projects involving the building of retail establishments like ABC Supermarkets are complicated because they require the integration of multiple technical systems, including architectural, structural, mechanical, and electrical, within a comparatively short implementation period and high-quality standards. A number of external factors, such as market conditions, stakeholder dynamics, and governmental restrictions, further compound this complexity. The three primary characteristics of technical, organizational, and environmental complexity can be used to gauge the complexity of building projects [9]. The final project outcome is influenced by the interactions between all three. As a result, a methodical and flexible management style is required to guarantee that the project succeeds in reaching its objectives [10], [11].

### 2.2. Consultant

In construction projects, consultants are experts who offer services to help project owners plan, oversee, manage, and finish projects by meeting pre-established objectives. In addition to technical duties, the consultant's responsibilities also include strategic ones like overseeing communication amongst all parties involved, keeping expenses under control, and guaranteeing that the project is implemented on schedule and with quality. Consultants play a vital role in increasing project efficiency by facilitating efficient collaboration and providing creative solutions for a range of problems. Furthermore, to enhance overall project performance, including risk reduction and resource management, consultants must work in tandem with contractors and project owners [12].

### 2.3. Consultant Performance Satisfaction

How satisfied service consumers are with consultants' performance is determined by how well they believe their expectations were fulfilled during project execution. Satisfaction with consultants in the context of building projects indicates how well they have contributed value, particularly in the areas of supervision, communication, control, and offering solutions for different problems that come up throughout the project. The degree of agreement between the performance that was got and the initial expectations affects satisfaction [13].

All project stakeholders' perceptions of how well their expectations were met during the execution of construction operations are reflected in their satisfaction with the consultant's performance. This satisfaction is a crucial metric in the field of construction project management, as it shows how well the consultant is performing its strategic role, which includes supervisory duties, communication coordination, quality and time control, and offering suggestions and solutions to issues that come up in the field [14], [15]. The degree to which the consultant's actual performance can match or beyond the initial expectations that have been established both before and during project execution affects the degree of stakeholder satisfaction.

According to research, a number of management and technical factors affect how satisfied service users are with the work of supervising consultants on building projects. Service users' satisfaction with the supervisory consultant's performance in the Surakarta-Gemolong-Purwadadi Road reconstruction project was 68.92%, indicating that stakeholders

are content with the supervisory consultant's performance [16]. The supervisory consultant's role is crucial in Palangka Raya City because it guarantees that the project will be finished on schedule, verifies that the building functions are feasible in accordance with the Building Approval (PBG), and keeps project expenses within budget [17]. According to a different Surabaya study, improving service user satisfaction with the work of construction management consultants requires strong communication, efficient construction monitoring, and data checking [18].

### 2.4. Factors Affecting Consultant Performance Satisfaction

Many significant factors impact the level of satisfaction with consultants' work on building projects. Among them, the quality of the original project planning, the effectiveness of the technical supervision implementation, and the ability to conduct systematic monitoring and assessment all have a significant impact on the client's positive perception of the consultant's performance [19], [20]. Proficiency in project control, especially in the areas of time, money, and quality management, is another essential criterion for assessing the efficacy of consultants. The implementation of work safety rules and risk management procedures not only reflects the level of commitment and responsibility for the project's success, but it also helps the consultant project a professional image in the eyes of the project owner [21].

Five primary independent variables are examined in this study to ascertain how they affect the dependent variable, which is consultant performance satisfaction. Project Planning and Understanding, Technical Execution and Supervision, Monitoring and Reporting, Project Control, and Risk and Safety Management are the five independent variables. It is believed that each of these factors significantly affects how satisfied stakeholders are with the performance of consultants throughout the execution of building projects.

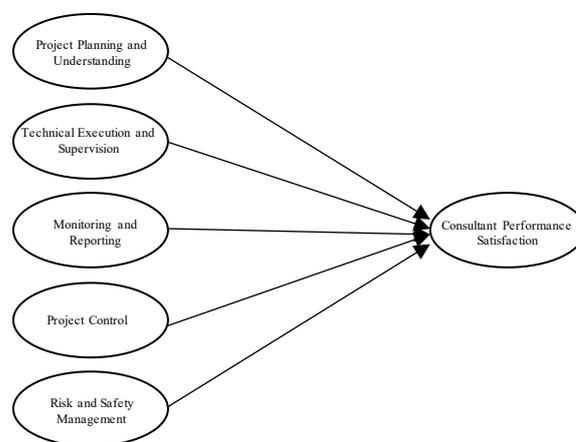


Fig. 1. Conceptual Framework

### 2.5. Conceptual Framework

The researcher developed a conceptual framework as a foundation for examining the impact of various elements on supervising consultants' performance in construction projects. The purpose of this framework is to elucidate the directional correlations between the variables being studied [22]. It is aligned with the research objectives, which focus on analyzing

the factors influencing satisfaction with supervisory consultants' performance in construction projects. The framework is constructed based on variables identified through a comprehensive theoretical review, as illustrated in Fig. 1.

### III. RESEARCH METHOD

This study employs field research and a quantitative methodology. The basic data utilized in this study came from the numerical results of questionnaire distribution. Furthermore, secondary data from books, journals, and other sources are also employed. Up to 40 participants in the ABC supermarket development project made up the study's population. A questionnaire was used in the data collection process. The Structural Equation Model (SEM) is the analytical method used in this study to examine the data and evaluate the hypothesis. Partial Least Square (PLS) was employed to address the hypothesis [23], [24].

Two categories of variables were identified for this study, independent and dependent variables, as follows:

1. Independent variables include:
  - a) Project Planning and Understanding (X1)
  - b) Technical Execution and Supervision (X2)
  - c) Monitoring and Reporting (X3)
  - d) Project Control (X4)
  - e) Risk and Safety Management (X5)
2. Dependent variable: Consultant Performance Satisfaction (Y)

The following is an operational definition of each research variable:

1. Indicators of Consultant Performance Satisfaction (Y) in this study include:
  - a) The extent to which you are satisfied with the overall performance of the consultant in supporting project success. (Y1)
  - b) The extent to which the consultant's performance meets your expectations during project implementation. (Y2)
  - c) The extent to which you recommend this consultant to be involved in future projects. (Y3)
2. Project Planning and Understanding (X1) includes:
  - a) To what extent is the consultant able to comprehensively understand the construction implementation documents? (X1.1)
  - b) To what extent is the consultant able to explain work indicators, scope, and project specifications to all stakeholders? (X1.2)
3. Technical Execution and Supervision (X2)
  - a) To what extent did the consultant check, correct, and approve the shop drawings submitted by the executor? (X2.1)
  - b) To what extent does the consultant supervise the implementation of the work in accordance with the specifications? (X2.2)
  - c) To what extent does the consultant check the quality of the work to be in accordance with the technical specifications? (X2.3)
4. Monitoring and Reporting (X3)

- a) To what extent does the consultant periodically make monitoring and evaluation reports on work progress? (X3.1)
- b) To what extent does the consultant prepare reports and minutes to support payment of work installments? (X3.2)
5. Project Control (X4)
  - a) To what extent does the consultant control and supervise the use of project resources? (X4.1)
  - b) To what extent does the consultant control and ensure the implementation of the project is completed on time? (X4.2)
  - c) To what extent does the consultant control and ensure project implementation in accordance with the cost plan? (X4.3)
6. Risk and Safety Management (X5)
  - a) To what extent is the consultant able to prevent, mitigate, or resolve internal project problems? (X5.1)
  - b) To what extent is the consultant able to handle problems from external parties to the project, such as community disturbances? (X5.2)

### IV. RESULT AND DISCUSSION

#### 4.1. Research Result

Two types of tests are used when analyzing data using the Partial Least Square (PLS) method: the Inner Model Test and the Outer Model Test. The relationship between the variables under study and their indicators is explained by the outer model, which is also sometimes referred to as the outer relation or measurement model. The relationship model between the independent and dependent latent variables is evaluated in the inner model. The following tests were performed on both the Inner models and Outer models:

##### 4.1.1. Outer Model

##### 1. Convergent Validity

For examining the convergent validity value of each indicator in the model, measurement model testing using loading factors is done to ascertain the validity of the indicators. Every indicator in the model needs to have a value greater than 0.5 in order to be considered convergent. The evaluation procedure can go on to the next phase if the loading factor value for each indicator is more than 0.5. Indicators having a convergent validity value less than 0.5, however, must be lowered or deleted by performing additional iterations until all loading factor values for each indicator are greater than 0.5.

Table I shows that the two statement items measuring the Project Planning and Understanding variable (X1) have a convergent validity value above 0.5 overall, indicating that the items are valid as a measure of the construct. Four statement items measuring the Technical Execution and Supervision variable (X2) also have a convergent validity value above 0.5, indicating that the questions are reliable for assessing the construct. The two statement items that measure the Monitoring and Reporting variable (X3) are deemed valid as construct measurements since their convergent validity value is more than 0.5. Three statement items measuring the Project Control variable (X4) also have a convergent validity value greater than 0.5, indicating that they are legitimate construct indicators. All

two statement items that measured the Risk and Safety Management variable (X5) were deemed valid to represent the construct because they had convergent validity values greater than 0.5. Lastly, the three statement items used to measure the Consultant Performance Satisfaction variable (Y) all have a convergent validity value greater than 0.5, indicating that the questions are legitimate as a construct measure.

TABLE I. Convergent Validity

Variable	Item	Original Sample	Result
Project Planning and Understanding	X1.1	0.919	Valid
	X1.2	0.817	
Technical Execution and Supervision	X2.1	0.787	
	X2.2	0.953	
	X2.3	0.815	
Monitoring and Reporting	X3.1	0.865	
	X3.2	0.874	
Project Control	X4.1	0.877	
	X4.2	0.937	
	X4.3	0.838	
Risk and Safety Management	X5.1	0.946	
	X5.2	0.809	
Consultant Performance Satisfaction	Y1	0.859	
	Y2	0.881	
	Y3	0.886	

Source: PLS Processed Results

## 2) Discriminant Validity

The purpose of the discriminant validity test is to determine the validity of the indicator block. The cross-loading value between indicators and their constructs, as displayed in Table 2, provides insight into the discriminant validity test of indicators. If each indicator's value when measuring its construct variable is much higher than its value when measuring other construct variables, the block of indicators is deemed valid.

TABLE II. Cross Loading

Variable	Project Planning and Understanding	Technical Execution and Supervision	Monitoring and Reporting	Project Control	Risk and Safety Management	Consultant Performance Satisfaction
X1.1	0.919	0.441	0.330	0.404	0.237	-0.246
X1.2	0.817	0.295	0.156	0.392	0.278	-0.168
X2.1	0.538	0.787	0.471	0.585	0.585	0.144
X2.2	0.248	0.953	0.566	0.541	0.315	0.310
X2.3	0.476	0.815	0.208	0.230	-0.024	0.190
X3.1	0.480	0.532	0.865	0.708	0.521	0.052
X3.2	0.041	0.343	0.874	0.365	0.220	0.053
X4.1	0.382	0.358	0.578	0.877	0.672	0.125
X4.2	0.500	0.550	0.478	0.937	0.678	0.256
X4.3	0.198	0.413	0.729	0.838	0.694	0.092
X5.1	0.308	0.323	0.487	0.722	0.946	-0.167
X5.2	0.173	0.208	0.186	0.593	0.809	-0.092
Y1	-0.044	0.329	0.178	0.366	0.048	0.859
Y2	-0.320	0.129	0.030	0.078	-0.286	0.881
Y3	-0.252	0.272	-0.032	0.137	-0.143	0.886

Source: PLS Processed Results

According to Table II. all of the constituent constructs are deemed to have good discriminant validity when the indicator's correlation value with its concept is higher than its correlation value with other constructs.

## 3) Composite Reliability

The composite dependability of the indicator block used to measure the build is an additional test. If a construct has a composite reliability rating more than 0.60. it is considered dependable. Table III displays the composite reliability test results.

TABLE III. Composite Reliability

Variable	Composite Reliability
Project Planning and Understanding	0.861
Technical Execution and Supervision	0.890
Monitoring and Reporting	0.861
Project Control	0.915
Risk and Safety Management	0.872
Consultant Performance Satisfaction	0.908

Source: PLS Processed Results

It is clear from the above table III that all of the constructs under study satisfy the composite reliability standards. which are to have a composite reliability value greater than 0.60. according to the composite reliability value's rules. Therefore. it is possible to position each of these components as a research variable. This indicates that all variables are eligible for use in additional analysis because they measure the latent variables or constructs under inquiry with enough internal consistency generally.

## 4) Cronbach's Alpha

The Cronbach's Alpha value can be used to bolster the reliability test carried out utilizing the prior composite reliability value. If a variable's Cronbach's Alpha value is greater than 0.6. it is deemed dependable or satisfies the Cronbach's Alpha requirement. The Cronbach's Alpha value for every variable is as follows:

TABLE IV. Cronbach Alpha

Variable	Cronbach Alpha
Project Planning and Understanding	0.687
Technical Execution and Supervision	0.819
Monitoring and Reporting	0.677
Project Control	0.881
Risk and Safety Management	0.729
Consultant Performance Satisfaction	0.848

Source: PLS Processed Results

It is evident from the test results in Table IV that each research variable has a Cronbach's Alpha value more than 0.60. As a result, it can be said that all of the research variables have a high degree of dependability because they all meet the requirements for the Cronbach's Alpha value.

## 5) Extracted Average Variance (AVE)

The purpose of AVE is to evaluate the construct variables' dependability. To make sure that construct variables have high discriminant validity values, AVE is utilized. If the AVE number is greater than 0.5, it is deemed sufficient. Table V below displays the findings of the AVE test:

TABLE V. AVE Value

Variable	AVE
Project Planning and Understanding	0.756
Technical Execution and Supervision	0.731
Monitoring and Reporting	0.756
Project Control	0.783
Risk and Safety Management	0.774
Consultant Performance Satisfaction	0.766

Source: PLS Processed Results

The variables Project Planning and Understanding (X1), Technical Execution and Supervision (X2), Monitoring and Reporting (X3), Project Control (X4), Risk and Safety Management (X5), and Consultant Performance Satisfaction (Y) all have AVE values of 0.756, 0.731, 0.756, 0.783, 0.774 and 0.766 respectively, in Table V. The indicators on each construct have converged satisfactorily with other indicators in a single measurement when the critical limit of 0.5 is used. It is possible to conclude that the AVE values for each block of indicators measuring the construct have strong discriminant validity. As a result, all build variables are deemed trustworthy.

4.1.2. Inner Model

The R-Square (R<sup>2</sup>) value for each endogenous latent variable is the first step in evaluating the structural model (inner model) using the Partial Least Squares (PLS) approach. The extent to which exogenous latent variables contribute to the explanation of endogenous latent variables is shown by the R<sup>2</sup> value. The substantive impact of an independent construct on the dependent construct can be evaluated by looking at changes or the size of the R<sup>2</sup> value. In the context of PLS, the R<sup>2</sup> value might be interpreted as follows [25]:

- Strong predictive power is indicated by an R<sup>2</sup> value of 0.67,
- Moderate predictive power by an R<sup>2</sup> value of 0.33, and
- Weak predictive power by an R<sup>2</sup> value of 0.19.

As demonstrated in the following output, the size of the resulting R<sup>2</sup> value can therefore be used to evaluate the structural model's quality:

TABLE VI. R-Square Value

Variable	R-square	R-square adjusted
Consultant Performance Satisfaction (Y)	0,546	0,480

Source: PLS Processed Results

According to Table VI, the structural model's R<sup>2</sup> value for the variables that influence Consultant Performance Satisfaction (Y) is 0.480, placing it in the "moderate" category. These variables are Project Planning and Understanding (X1), Technical Execution and Supervision (X2), Monitoring, and Reporting (X3), Project Control (X4), and Risk and Safety Management (X5).

The Q<sup>2</sup> value can then be used to assess the structural model's fit, as detailed below:

$$\begin{aligned}
 Q^2 &= 1 - [(1 - R1)] \\
 &= 1 - [(1 - 0,546)] \\
 &= 1 - [(0,454)] \\
 &= 0,546
 \end{aligned}$$

According to the Q<sup>2</sup> computation findings, the Q<sup>2</sup> value is 0.546, meaning it falls within the "moderate" range. The value of Q<sup>2</sup> can be used to measure how effectively the observed values are created by the model and also the estimated parameters. Therefore, the model's Q<sup>2</sup> projections are regarded as having predictive importance.

4.1.3. Hypothesis Test

The research hypothesis in this study was tested using the Partial Least Square (PLS) method. Fig.2 provides the following example of the suggested PLS model.

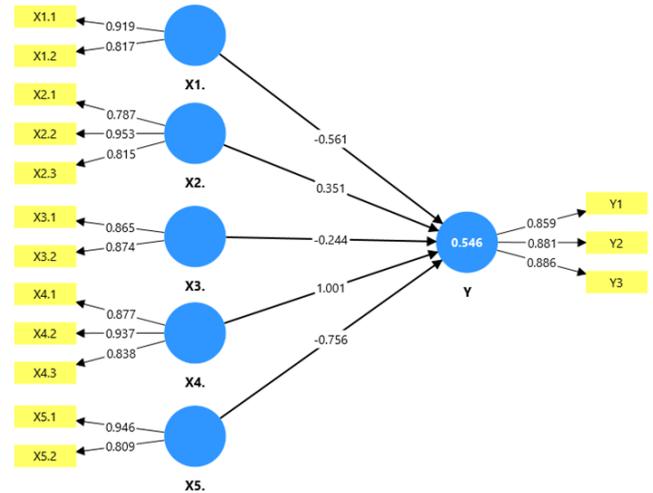


Fig. 2. PLS Research Model

Source: PLS Processed Results

The structural equation can be created as follows using Fig. 2 above:

$$Y = -0,561X1 + 0,351X2 - 0,244X3 + 1,001X4 - 0,756X5$$

The figure illustrates how Consultant Performance Satisfaction (Y) is impacted by the following variables: Project Planning and Understanding (X1), Technical Execution and Supervision (X2), Monitoring, and Reporting (X3), Project Control (X4), and Risk and Safety Management (X5). Table VII below displays the T-statistic value in response to the study hypothesis:

TABLE VII. Hypothesis Testing Results

Variable	Original sample (O)	T statistics ((O/STDEV))
Project Planning and Understanding (X1) > Consultant Performance Satisfaction (Y)	-0,561	2,355
Technical Execution and Supervision (X2) -> Consultant Performance Satisfaction (Y)	0,351	1,660
Monitoring and Reporting (X3) -> Consultant Performance Satisfaction (Y)	-0,244	1,020
Project Control (X4) -> Consultant Performance Satisfaction (Y)	1,001	2,703
Risk and Safety Management (X5) -> Consultant Performance Satisfaction (Y)	-0,756	2,538

Source: PLS Processed Results

The standard normal distribution value is utilized as the T-table value since PLS employs non-parametric bootstrapping, as in T-Table = 2.02 (for α = 0.05 two-way).

The following explanation can be offered in light of the findings of hypothesis testing:

- a) The Planning and Project Understanding Variable (X1) has a significant impact on Consultant Performance Satisfaction (Y), as indicated by the T-statistic result of 2.335 > 2.02.
- b) The Technical Implementation and Supervision Variable (X2) has no appreciable effect on Consultant Performance Satisfaction (Y), as indicated by a T-statistic value of 1.66 < 2.02.
- c) The Monitoring, Evaluation, and Report Variables (X3)

have no discernible impact on Consultant Performance Satisfaction (Y), as indicated by the T-statistic value of  $1.02 < 2.02$ .

- d) Consultant Performance Satisfaction (Y) is strongly impacted by the Project Control Variable (X4), with a T-statistic value of  $2.703 > 2.02$ .
- e) Consultant Performance Satisfaction (Y) is also strongly impacted by the Risk and Safety Management variable (X5), with a T-statistic value of  $2.538 > 2.02$ .

## 4.2. Discussion

### 4.2.1. How Project Planning and Understanding Affect Consultant Performance Satisfaction

With a t-statistic value of  $2.335 > 2.02$ , the test findings demonstrate that the variable Planning and Understanding (X1) significantly affects Consultant Performance Satisfaction (Y). These findings suggest that supervisory consultants' performance can be improved with thorough planning and a solid foundational understanding of the project. This is consistent with the idea that a robust planning phase will improve collaboration between stakeholders, reduce misunderstandings, and define the course of project implementation, all of which will improve the perception of overall consultant performance.

### 4.2.2. How Technical Execution and Supervision Affect Consultant Performance Satisfaction

The t-statistic value is  $1.66 < 2.02$ , indicating that there is no significant relationship between the Technical Execution and Supervision (X2) and Consultant Performance Satisfaction. According to this research, the degree of satisfaction with a consultant's performance is not always influenced by their level of technical supervisory activity, even though technical implementation and supervision are among their primary duties. The expectation of technical oversight by stakeholders may already be seen as a baseline need rather than a crucial differentiator in performance evaluation.

### 4.2.3. How Monitoring and Reporting Affect Consultant Performance Satisfaction

According to the analysis, the t-statistic of  $1.02 < 2.02$  indicates that the Monitoring and Reporting (X3) variable does not significantly affect Consultant Performance Satisfaction either. The reason for this could be that service users don't see the benefit in reporting activities, or there may be a disconnect between monitoring and field follow-up. Stated differently, the report's existence does not always indicate how well the project's technical issues are being monitored or resolved.

### 4.2.4. How Project Control Affects Consultants' Performance Contentment

This t-statistic value of  $2.703 > 2.02$  indicates that the Project Control variable (X4) has a substantial impact on Consultant Performance Satisfaction. According to this research, service customer satisfaction is mostly determined by the consultant's ability to efficiently manage time, expenses, and resources. When the project is successfully managed in accordance with the plan, the consultant's performance is seen as more capable of preserving the project's overall success, quality, and efficiency.

### 4.2.5. How Risk and Safety Management Affects Consultant Performance Contentment

The analysis's findings show that, with a t-statistic value of  $2.538 > 2.02$ , the Risk Management and Safety variable (X5) significantly affects Consultant Performance Satisfaction. This indicates that stakeholders evaluate consultant performance based on key elements, including the ability to effectively manage risks and the application of work safety rules. In the risky and uncertain world of construction, consultants who can preserve safety and foresee hazards are viewed as more capable and professional, which raises the degree of satisfaction with their work.

## V. CONCLUSION

Stakeholder satisfaction with consultant performance on the ABC Supermarket construction project in Jakarta is strongly impacted by the Project Planning and Understanding, Project Control, and Risk and Safety Management variables, according to the findings of the analysis conducted using the Partial Least Square (PLS) method. Project control is the most important of the three and positively affects satisfaction, showing that stakeholders value consultants' ability to effectively manage project time, costs, and resources. On the other hand, satisfaction is negatively impacted by the Project Planning and Understanding and Risk and Safety Management variables, suggesting that both general project planning and field risk and safety management still have issues.

In the meanwhile, it has not been demonstrated that the Technical Execution, Supervision, Monitoring, and Reporting variables significantly affect stakeholder satisfaction. This suggests that the technical component has been regarded as the minimal required level and is therefore not a deciding element in the evaluation of the consultant's overall performance. The idea that stakeholders evaluate consultant success based on management and strategic factors rather than just technical execution in the field is supported by this research. Collectively, the model has a moderate degree of prediction accuracy and can account for 54.6% of the variation in consultant performance satisfaction.

As a recommendation, the consulting service provider should enhance its project control management system, increase its early planning capabilities, and apply safety and risk management policies in a more methodical and long-lasting way. It is also advised that future studies look into other elements that may influence supervisory consultant performance satisfaction, such as communication, professional integrity, or stakeholder involvement.

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