



## Characteristics and Analysis of Factors Affecting the Performance of Service Providers (Contractors) in Denpasar City in 2023

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### ABSTRACT

Contractors are individuals or business entities that have expertise in carrying out construction work in accordance with planning, where the appointment of contractors is mostly carried out through a tender/auction system (Sholeh, 2020). Nowadays, contractors are a business that is in great demand by the public, but the development of the quantity of construction service companies has not been followed by an increase in qualifications and performance. One of the reasons is that the business and expertise requirements (SKK) are still not met, which will later affect business reliability and competitiveness. (Priana, 2018). Seeing this situation, it is very important to research the characteristics and factors that affect the performance of service providers (contractors) in the city of Denpasar in 2023. The method used in this study is descriptive statistics as well as factor analysis is used to explain the factors that affect contractor performance. From the research that has been carried out, 1). Contractors in the city of Denpasar have good human resources, experience, finance, and equipment and are in accordance with Law No. 11 of 2020 concerning Job Creation and LPJK No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business. 2). The most influential factor on contractor performance is in group I with a total diversity value of 32.756%.

## INTRODUCTION

A contractor is a person or business entity that has expertise in carrying out construction work in accordance with planning, where the appointment of contractors is usually carried out through a tender/auction system (Sholeh, 2020). To participate in tenders related to the procurement of construction services, contractors must have a certificate. The Construction Services Business Entity Certificate (SBUJK) is a formal certificate of recognition of the competence of construction services business activities as a form of the results of certification and registration of business entities carried out by the Construction Services Development Institute (LPJK).

Currently, contractors are a business field that is in great demand by the public, even though during the Covid-19 Pandemic disaster has paralyzed many industries, including in the field of construction services. However, public interest in this business field is still increasing, as seen from the increasing number of companies in Bali engaged in construction services (Bps.go.id, 2021).

However, the increase in the quantity of construction service companies has not been followed by an increase in their qualifications and performance, which can be seen from the quality of work, the timeliness of completion of implementation, the efficiency of the use of human resources, capital, and technology in the implementation of construction work. One of the reasons is that business requirements and skill requirements such as work competency certification are still not met, which will later affect the realization of business entity reliability and professional competitiveness (Priana, 2018). According to news quoted from BaliPost, there are 13 national strategic projects in Bali that have begun to absorb the budget. Of all these projects, the participation of local contractors is very minimal, this is because the experience and professional performance of local contractors are still lacking compared to outside contractors.

Seeing this situation, it is very important to research the characteristics and factors that affect the performance of service providers (contractors) in Denpasar City in an effort to develop their business scope and increase competitiveness in the local and foreign markets, which in the future can meet the wishes of the community/owner as a service user without ignoring the rules that have been set to be able to compete now and in the future

## THEORETICAL REVIEW

### *Performance*

According to (Mangkunegara, 2015) Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Cesia Pusparini, 2018) performance is organizational behavior that is directly related to the production of goods or the delivery of services. Based on the opinions of the experts above, it can be concluded that what is meant by performance in this study is the result of a job or activity produced by human resources to achieve the goals of the company or organization within a certain period of time. Contractor performance is the result of quality and quantity of work achieved by

the contractor in carrying out his duties in accordance with the responsibilities given to him (Tumelap, 2016).

### ***Characteristics***

According to the Great Dictionary of Indonesian Language (KBBI), characteristics are signs, characteristics, identities or features that can be used as identification. Characteristics can also be interpreted as something that can distinguish one thing from another. Identity in relation to the organization has a concept initiated by Albert and Whetten (Witting, 2016) defining organizational identity as something that employees perceive as an organizational character that is *centrality*, *continuity*, and distinctive from other organizational characteristics. Centrality refers to the main conception that has a tendency to be able to collaborate and relate to cognition, behavior, and also affection. Continuity characteristics refer to continuity and stability. This continuity allows the organization to get an idea of coherence in the past and build a clear direction in the future. This identity of continuity is essential to long-term success The last characteristic is a distinctive characteristic. These characteristics refer to things that distinguish or something that is a comparison with other organizations. The existence of characteristics that distinguish an organization from other organizations is a critical thing because employees will justify this with the existence of their organization, so that in the end this will affect the identification of employees in their organization that the distinguishing characteristics of the organization will affect high self-esteem.

### ***Service Provider (Contractor)***

According to Government Regulation No. 83 of 2019, a service provider is any individual, citizen of Indonesia or a business entity in the form of a legal entity or non-legal entity established and domiciled in the territory of the Unitary State of the Republic of Indonesia that conducts business activities in the field of trade in services. Service provider (contractor) is a party that provides services to complete construction work in accordance with the agreement between the project owner/service user and the project implementer/service provider commonly called a contractor (Maskur,2019).

## **METHODOLOGY**

In this study, primary data and secondary data were used. Primary data was obtained through interviews, observations, and questionnaire distribution, the primary data included: Personnel/HR variables, Financial Ability, Experience, and Equipment. Secondary data is obtained from data on the number of contractors and their qualifications, Law No. 11 of 2020 concerning Job Creation, and Regulation of Construction Services Development Institutions Number: 3 of 2017 concerning Certification and Registration of Construction Implementation Services Businesses.

This study aims to examine the characteristics of service providers (contractors) in 2023 against the basic requirements that have been stipulated by Law Number 11 of 2020 concerning Job Creation and the Regulation of the Construction Services Development Institution Number: 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business, as well as to find out what factors affect the performance of service providers (contractors) in the city of Denpasar. The following are the stages of research carried out by the author:

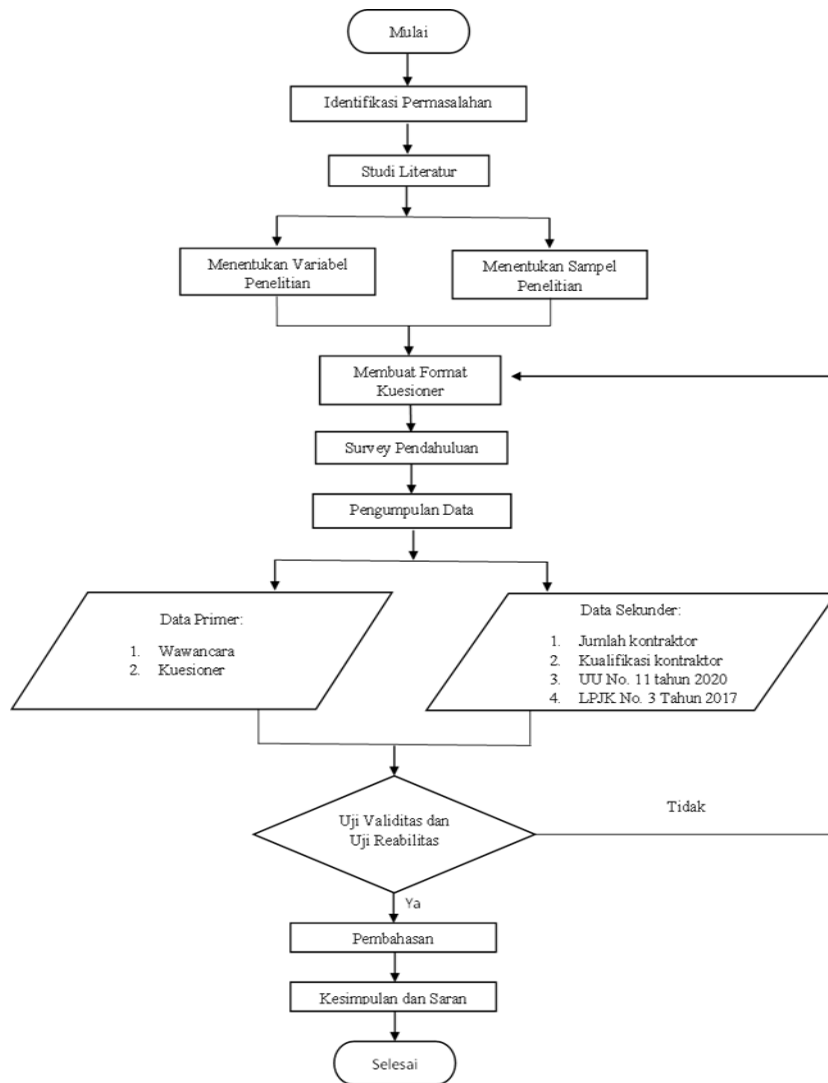


Figure 1. Research Flow Diagram

### **Characteristics of Contractors**

#### *Characteristics of Contractors According to UU No.11 Tahun 2020 tentang Cipta Kerja*

In the UU No. 11 Tahun 2020 tentang Cipta Kerja It can be explained several meanings about; Construction Services are construction consulting services and/or construction work; The nature of the Construction Work business includes; general (buildings, buildings, and civil buildings), specialists (installation, special construction, prefabricated construction, building completion, and equipment rental); The business qualifications of construction service business entities consist of small, medium, and

large; The determination of business qualifications is carried out through an assessment of: annual sales, financial capability, availability of construction workers, and ability to provide construction equipment; Small qualified Construction Services business entities can only provide Construction Services in market segments that are low-risk, low-tech, and low-cost; Medium-qualified Construction Services business entities can only provide construction services in market segments that: medium risk, intermediate technology, and medium cost; Large qualified Construction Services business entities can only provide Construction Services in market segments that: are high-risk, high-tech, and cost-effective; Every business entity that performs construction services is required to have a Business Entity Certificate; Every construction worker working in the field of construction services is required **to have a Work Competency Certificate (SKK).**

*Characteristics of Contractors According to Regulations LPJK No. 3 Tahun 2017 tentang Sertifikasi dan Registrasi Usaha Jasa Pelaksana Konstruksi*

In the LPJK No. 3 Tahun 2017 explain about; The form of construction implementation services business includes individuals, and business entities; Construction implementation service businesses include general businesses, specialist businesses, and businesses of individuals with work skills; The general classification of business fields includes: buildings, civil buildings, mechanical and electrical installations, other implementing services; The classification of special business fields includes: field investigation, dismantling, preparation and maturation of soil/location; Classification of certain skill business fields includes: installation of gauze, plastering, and painting; A construction implementation service business entity must have a Person in Charge of the Business Entity (PJBU), a Person in Charge of Classification (PJK), and an Person in Charge of Engineering (PJT); The qualifications of construction implementing services business entities include: Small Business (K1, K2, K3), Medium Business (M1, M2), Large Business (B1, B2); The division of subqualifications for construction implementation businesses is determined based on the fulfillment of business requirements and capabilities which include: Net worth, Experience, Labor/human resources

## RESULTS AND DISCUSSION

### *Sample*

Samples are part of the number and characteristics possessed by the population, so the number of samples taken must be representative of the population in the study (Sugiyono, 2021). The sampling technique carried out in this study is by using the Isaac and Michael formula (Sugiyono, 2013) as follows:

$$s = \frac{\lambda^2 \cdot N \cdot P \cdot Q}{d^2 (N - 1) + \lambda^2 \cdot P \cdot Q}$$

$\lambda^2$  dengan dk = 1, taraf kesalahan bias 1%, 5%, 10%.

P=Q=0,5. D= 0,005. S = Jumlah Sampel

In this study, a population of 130 contractors in Denpasar City was obtained, and an error tolerance limit of 10% and a value of  $d=0.05$  was determined. So it can be determined that the number of research samples is 88 contractors for the contractor characteristics questionnaire in Denpasar City. In determining the sample, Sugiyono (Sugiyono, 2017) said that the minimum sample size that is feasible in the study is between 30 to 500. Therefore, for the type B questionnaire, at least

The samples taken were 30 samples of the contractor's service owners/users.

### ***Characteristics of Contractors in Denpasar City***

The characteristics of service providers (contractors) in Denpasar City consist of qualifications of Small 1 (K1), Small 2 (K2), Small 3 (K3), Medium 1 (M1), Medium 2 (M2), and Large 2 (B2). To make it easier to describe the answers from the questionnaire about the characteristics of service providers (contractors) in Denpasar City, they are grouped according to factors related to the characteristics of service providers (contractors), including from the aspects of personnel / human resources, financing (financial capabilities), products (experience), and equipment.

#### *Personnel Characteristics*

##### a. Human Resources Experts

Background of the Education Level of the Person in Charge of the Business Entity (PJBU) In Law No. 11 of 2020 concerning Job Creation and the Regulation of the Construction Services Development Institution No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business does not mention the minimum education for the Person in Charge of the Business Entity (PJBU), although it is not mentioned, of course, the person in charge of the business entity is a person who has high managerial abilities so that can provide motivation to improve company performance.

Educational Background of the Person in Charge of Classification (PJK) most contractors in Denpasar City have a PJK with a background at the S1 Engineering Education level in addition to the D3 Engineering / Vocational Education level, this means that in accordance with the Regulation of the Construction Services Development Institution No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business, namely the minimum PJK Education is D3 Engineering.

Background of the Education Level of the Person in Charge of Engineering (PJT), most contractors in Denpasar City have PJT with a background in the S1 Engineering Education level in addition to the D3 Engineering / Vocational Education level, this means that it is in accordance with the Regulation of the Construction Services Development Institution No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business, namely the minimum PJT Education is D3 Engineering.

Contractors located in the city of Denpasar have expert experience in accordance with the provisions of the Construction Services Development Institution Regulation No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business, which is a minimum of 3 years. In addition, most contractors in Denpasar already have work competency certificates (SKK), and also expert workers have a permanent status in accordance with the Regulation of the Construction Services Development Institution No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business. With the possession of certificates and a fixed labor status, as well as having qualified experience, this is very influential in improving the quality of human resources of the construction service company itself.

b. Human Resources Administrative Personnel

Administrative personnel owned by construction service companies in Denpasar City already have educational backgrounds, qualified experience, and good workforce status. With this, it will help the construction service company grow and can also increase its competitiveness.

*Financial Characteristics*

a. Company Net Worth

The company's net worth capability owned by contractors located in Denpasar City has met the business qualifications stipulated in the Regulation of the Construction Services Development Institution No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business,

b. Value of the work package taken

Most contractors in Denpasar City have handled the cumulative value of work in the last 10 years in accordance with the value of the work package based on the provisions of the Construction Services Development Institution Regulation No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business.

c. Source of Capital

The source of capital used by contractors in Denpasar City comes from their own capital, down payment capital, and bank loan capital

*Product/Experience Characteristics*

**a. Number of Work Packages**

Most of the contractors in Denpasar City have worked on projects according to the number of packages of at least 3 projects carried out over a period of 10 years based on the provisions of the Construction Services Development Institution Regulation No. 3 of 2017 concerning

Certification and Registration of Construction Implementation Services Business.

**b. Classification of Employment Services**

Most of the contractors in Denpasar City have worked on the classification of work stipulated in the Regulation of the Construction Services Development Institution No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business.

**c. System in Obtaining Jobs**

Contractors in Denpasar City get work through the public auction process system, limited auction process, and direct appointment.

**d. The company's long experience in the construction field**

Most contractors in Denpasar City have experience in the field of construction services on average between 5 - 15 years.

**e. Service users who usually use**

Most of those who use contractor services in Denpasar City are; individuals, governments, and local private sectors.

**f. Accuracy in Getting Work Done**

Most of the contractors in Denpasar City have completed their work on time.

*Equipment Characteristics*

**a. Technologies Used**

Most contractors in Denpasar City have used the appropriate equipment technology in the Regulation of the Construction Services Development Institution No. 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business.

**b. Equipment Ownership**

Most contractors in Denpasar City have their own equipment above 50% and the rest use the rental system

*Factors Affecting Contractor Performance*

Performance is the result of work in terms of quality and quantity achieved by a person in carrying out tasks in accordance with the responsibilities given (Mangkunegara, 2015).

**Table 3.1 Variable Factors Affecting Contractor Performance**

No	Pertanyaan	Sumber
1	Suitability of experts used in completing work in the field	LPJK No. 3 tahun 2017; (Arya et al., 2018)
2	Certificates of skills possessed by the workforce	LPJK No. 3 tahun 2017,
3	Experienced and skilled workforce	LPJK No. 3 tahun 2017; (Arya et al., 2018)

4	Suitability of administrative personnel in the field of work	(Arya et al., 2018); (A. Ariana, 2009)
5	Quality of work according to technical specifications	(Andi et al., 2018); (A. Ariana, 2009)
6	Carry out the work according to the plan drawings, regulations and conditions that have been set by the service user	(R. Khadafi et al., 2019); (A. Ariana 2009)
7	Punctuality in completing projects	(Andi et al., 2018); wawancara
8	The equipment and equipment for the implementation of the project are adequate and good	LPJK No. 3 tahun 2017, (R. Khadafi et al., 2019)
9	Reporting system in every stage of the activity	(R. Khadafi et al., 2019);
10	Ease of service provided (cooperative)	(Andi et al., 2018); wawancara
11	Coordination with service users	(Andi et al., 2018); wawancara
12	Occupational safety and health system (K3) during construction	LPJK No. 3 tahun 2017; (Andi et al., 2018)
13	Neatness (aesthetics) of the final result of the work	(R. Khadafi et al., 2019);
14	Carry out building maintenance after completion during the maintenance period	(R. Khadafi et al., 2019);

### Test Data Instruments

#### a. Validity Test

In this study, the validity test was carried out using the SPSS version 24 program. The validity test was carried out to determine the validity of the variables regarding the factors that affect the performance of suit providers (contractors) in the city of Denpasar. Based on the calculation of the SPSS version 24 program by the Pearson Bivariate correlation method, the r-count value of each variable > the r-table value (0.361, 2-tailed sig 0.05) with the number of respondents was 30 respondents. Based on table 3.2, it can be concluded that the output results for each question item are all greater than the r-table (0.361), so it is declared valid.

Table 3.2 Validity Test Results

Item	Correlation coefficient r-count	r-tabel	Information
X1	0,553	0,361	count > rtabel; Valid
X2	0,557	0,361	count > rtabel; Valid
X3	0,657	0,361	count > rtabel; Valid

X4	0,530	0,361	count > rtabel; Valid
X5	0,557	0,361	count > rtabel; Valid
X6	0,698	0,361	count > rtabel; Valid
X7	0,688	0,361	count > rtabel; Valid
X8	0,466	0,361	count > rtabel; Valid
X9	0,453	0,361	count > rtabel; Valid
X10	0,530	0,361	count > rtabel; Valid
X11	0,614	0,361	count > rtabel; Valid
X12	0,576	0,361	count > rtabel; Valid
X13	0,452	0,361	count > rtabel; Valid
X14	0,581	0,361	count > rtabel; Valid

b. Reliability Test

The Reliability Test was carried out by comparing the value of Cronbach's Alpha with a significant level/level. The following are the criteria for reliability testing; If the value of Cronbach's Alpha > 0.60, then the instrument is said to be reliable. If the value of Cronbach's Alpha < 0.60, then the instrument is said to be unreliable. Based on calculations using the SPSS version 24 program, for the reliability test of the questionnaire of factors that affect the performance of service providers (contractors) in Denpasar City, Cronbach's Alpha value is 0.832.

**Reliability Statistics**

Cronbach's Alpha	N of Items
0.832	14

The magnitude of Cronbach's Alpha value is  $0.832 > 0.60$ . This means that the variable consisting of 14 questions is reliable.

*Factor Analysis*

a. Choosing Viable Variables for Factor Analysis

The creation of a correlation matrix is used to select variables that are worthy of inclusion in factor analysis, while variables that are not feasible must be excluded. For this purpose, KMO and *Barlett's test* and *Anti Image Correlation* were used. From the results of data processing with SPSS version 24 Table containing KMO and *Bartlett's Measure of Sampling Adequacy* (MSA).

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.651
Bartlett's Test of Sphericity	Approx. Chi-Square	189.861
	df	91
	Sig.	0.000

In the table above, it can be seen that Kaiser Meyer Olkin and Bartlett's Measure of Sampling Adequacy (MSA) has a magnitude = 0.651 and a Sig. value = 0.000. Because the KMO value of the processing results =  $0.651 > 0.5$ , and the value of Sig.  $< 0.05$ , the set of 14 variables of the study can be further processed.

Furthermore, a factor analysis was carried out with *Anti Image Matrices*. The *Anti Image Correlation* number of a variable is greater than 0.5 then the variable can be further analyzed and if the *Anti Image Correlation* number obtained by a variable is less than or equal to 0.5, then the variable must be removed.

Table 3.3 Anti-Image Matrices Test Results

No	Variable	Value
1	Suitability of experts used in completing work in the field	0,773
2	Certificates of skills possessed by the workforce	0,640
3	Experienced and skilled workforce	0,655
4	Suitability of administrative personnel in the field of work	0,599
5	Quality of work according to technical specifications	0,531
6	Carry out the work according to the plan drawings, regulations and conditions that have been set by the service user	0,741
7	Punctuality in completing projects	0,625
8	The equipment and equipment for the implementation of the project are adequate and good	0,725
9	Reporting system in every stage of the activity	0,659
10	Ease of service provided (cooperative)	0,553
11	Coordination with service users	0,671
12	Occupational safety and health system (K3) during construction	0,667
13	Neatness (aesthetics) of the final result of the work	0,661
14	Carry out building maintenance after completion during the maintenance period	0,719

From the table above, it can be seen that *the Anti Image Correlation* for all variables is  $>$  of 0.5, so all of these variables are eligible for further analysis.

With the acceptance of the feasible variables, the analysis process continued by finding the *Communalities* value of 14 variables using the *Principal Component Analysis method* with SPSS version 24. The magnitude of the communality value of each variable of the contractor's performance factor can be seen in the table below:

Table 3.4 Test Results of Principal Component Analysis Method

No	Variable	The Value of Communality
1	Suitability of experts used in completing work in the field	0,614
2	Certificates of skills possessed by the workforce	0,708
3	Experienced and skilled workforce	0,662
4	Suitability of administrative personnel in the field of work	0,831
5	Quality of work according to technical specifications	0,777
6	Carry out the work according to the plan drawings, regulations and conditions that have been set by the service user	0,547
7	Punctuality in completing projects	0,682
8	The equipment and equipment for the implementation of the project are adequate and good	0,541
9	Reporting system in every stage of the activity	0,618
10	Ease of service provided (cooperative)	0,863
11	Coordination with service users	0,792
12	Occupational safety and health system (K3) during construction	0,756
13	Neatness (aesthetics) of the final result of the work	0,818
14	Carry out building maintenance after completion during the maintenance period	0,573

b. Variable Extraction Arrangement

Factor extraction is used to determine the number of factors formed. The extraction of factors in this study uses the PCA (*Principal Component Analysis*) method. From the results of the analysis, 4 groups of factors were formed with eigenvalues above 1. The full extraction results can be seen in the table below.

Table 3.5 Extraction Results

Factor	Eigenvalue	Total diversity (%)	Total cumulative diversity (%)	Information
1	4,586	32,756	32,756	Used
2	2,469	17,636	50,392	Used
3	1,530	10,932	61,324	Used
4	1,196	8,545	69,869	Used

Among the four factors formed in the extraction arrangement of these variables, factor 1 has the largest eigen, therefore factor 1 is the most dominant factor.

c. Factor Group Rotation

Once the number of factor groups is known, the component matrix table will show the distribution of variables in a number of factor groups that are formed. Interpretation is carried out by looking at *the factor loading* (correlation) of a variable with its factors. The results of *the loading factor* can be seen in the table below.

Kelompok Faktor	Variabel	Loading Faktor
1	a. Neatness (aesthetics) of the final result of the work	0,881
	b. Quality of work according to technical specifications	0,785
	c. Suitability of experts used by contractors in completing work in the field	0,655
	d. Punctuality in completing projects	0,623
	e. Carry out the work according to the plan, regulations, and conditions that have been set by the service user	0,525
2	a. Ease of service provided (cooperative)	0,908
	b. Coordination with service users	0,845
	c. Reporting system in every stage of the activity	0,583
3	a. The equipment and equipment for the implementation of the project are adequate and good	0,726
	b. Experience and skills of the employed workforce	0,690
	c. Occupational safety and health (K3) system during construction	0,681
	d. Certificates of skills possessed by the workforce	0,667

4	a. Suitability of administrative personnel in the field of work	0,895
	b. Carry out building maintenance after completion during the maintenance period	0,672

### ***Naming Factors***

From the results of the matrix rotation process above, it can be seen that the research variables are becoming clearer, including one of the factors. Each variable has a strong correlation coefficient (*loading factor*) with one of the existing factors. The naming of the factors formed is as follows:

1. Factor 1 consists of; Neatness (aesthetics) of the final result of the work; Quality of work results according to technical specifications; The suitability of the experts used by the contractor in completing work in the field; Punctuality in completing projects; Carry out work according to the drawings, plans, regulations, and conditions that have been set by the user service.
2. Factor 2 consists of; Ease of service provided (cooperative); Coordination with service users; Reporting system in every stage of the activity.
3. Factor 3 consists of; The equipment and equipment for the implementation of the project are adequate and good; Experience and skills of the employed workforce; Occupational safety and health system (K3) during construction; Certificates of skills possessed by the workforce.
4. Factor 4 consists of; Suitability of administrative personnel in the field of work; Carry out building maintenance after completion during the maintenance period

### **CONCLUSIONS**

Based on the results of the study on the Characteristics and Analysis of Factors Affecting the Performance of Service Providers (Contractors) in the City of Denpasar in 2023, the following conclusions were obtained.

1. Service providers (contractors) in Denpasar City have expert human resources and administrative human resources with a good level of formal education, experience, certificates, labor status, financial composition, experience, and equipment and have complied with the basic requirements that have been stipulated by Law Number 11 of 2020 concerning Job Creation and Construction Services Development Institution Regulation Number: 3 of 2017 concerning Certification and Registration of Construction Implementation Services Business.
2. The dominant factors that affect contractor performance are found in group I with a total diversity value of 32.756%, which consists of factors:
  - a. neatness (aesthetics) of the final result of the work
  - b. quality of work according to technical specifications
  - c. suitability of experts used by contractors in completing
  - d. work in the field

- e. timeliness in completing projects
- f. carry out the work according to the drawings, regulations, and requirements
- g. conditions that have been set by the service user

## RECOMMENDATIONS

In accordance with the results of research that has been carried out in improving the performance of contractors, it is recommended to continue to pay attention to the suitability factor of administrative personnel and pay attention to the maintenance factor of the building after it is completed during the maintenance period, in order to be able to compete with contractors with equivalent qualifications.

## FURTHER STUDY

Evaluate various factors, including experience, technology, resource management, as well as government policies, that affect the performance of contractors in Denpasar City to improve the effectiveness of construction projects.

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