



## The Role of *Stakeholders* in Land Acquisition for the Construction of the Gatot Subroto Underpass in Medan

Nurul Narissa Purba<sup>1\*</sup>, Badaruddin<sup>2</sup>, Heri Kusmanto<sup>3</sup>

Magister of Development Studies, Universitas Sumatera Utara

**Corresponding Author:** Nurul Narissa Purba [nurulnarissaa@gmail.com](mailto:nurulnarissaa@gmail.com)

### ARTICLE INFO

*Keywords:* Role, Stakeholders, Land Acquisition.

*Received :* 5, September

*Revised :* 25, October

*Accepted:* 28, November

©2024 Purba, Badaruddin, Kusmanto:

This is an open-access article distributed under the terms of the

[Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



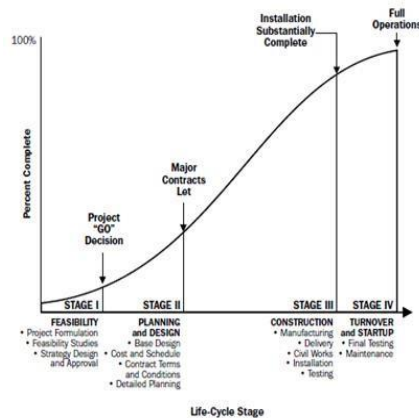
### ABSTRACT

This research analyzes the role of stakeholders in the land acquisition process for the construction of an underpass on Jalan Gatot Subroto Medan. The construction of this underpass infrastructure aims to reduce congestion and improve accessibility and aesthetics of the city of Medan, especially at the Manhattan Mall intersection in Medan. This research uses a qualitative descriptive method by collecting data through interviews, observation and documentation from various related parties, including the government, land owners, contractors, supervisory consultants and local communities. The research results concluded that there were 18 stakeholders divided into 4 (four) quadrants, namely: subject; key players; other supporters and followers. The resulting conclusion is in the form of a division of roles based on the interest and strength quadrants from Reed's (2009) theory. The success of land acquisition for the construction of the Gatot Subroto Medan underpass is determined by the ability of stakeholders to work together

## INTRODUCTION

Development is a process of continuous change towards better conditions according to existing norms, which involves social, cultural, economic, and political transformation, both at the national and local levels (Riyadi & Bratakusumah, 2005). According to Korten in Patton (2005), development strategies should be community-centered, so that social transformation in the community becomes the main focus. Infrastructure is one of the key components in development. Good infrastructure encourages economic growth, welfare, and supports various sectors, including government and industry (Soemardi & Reini, 2009). In the last ten years, Indonesia has successfully improved its infrastructure quality, as evidenced by its ranking of 27th globally in the GQII 2023 index. This marks the best infrastructure quality in ASEAN.

Successful infrastructure development requires support from the community as stakeholders, with proper planning from the authorities to ensure efficient use of resources. Wrong decisions at the planning stage can negatively impact the sustainability of the project. Design evaluation is important at every stage of implementation to prevent planning errors and optimize resources (Kohli et al., 2007; Sabri, 2011).



Source: Kohli et al., Chitkara, 2007

The infrastructure system is all the facilities, equipment, and installations built to support the social and economic life of the community (Grigg, 2000). The Medan city government implemented a number of development policies. One of them is the construction of underground road infrastructure (*Underpass*) on Jalan Gatot Subroto in Medan city. Traffic congestion and disorganization often occur and cause accidents. The Ministry of PUPR and the Medan City government then worked together to overcome the problem by building an *Underpass* on Jalan Gatot Subroto Medan. This *underpass* was built at the Manhattan Mall intersection to add to the aesthetics of Medan City so that it can become a modern and well-organized visual attraction, in line with the city's efforts to improve the quality of environmentally friendly and functional public infrastructure. The aesthetic design of the *underpass* is expected to enhance the cityscape and create a comfortable public space, as well as support Medan City's potential as an urban tourism destination. As such, the project not only focuses on traffic functions but also enriches the aesthetic and comfort values for citizens and visitors to the city.

The construction of the *Underpass* began on September 26, 2023 and is targeted to be completed by the end of 2024, this *underpass* was built by the PUPR ministry. Costing approximately Rp 200 billion from the state budget for 2023-2024. This *underpass* has a length of 750 meters, a lane with a width of 7 meters and a 2x4 lane. During the construction of the Underpass, the Medan City Transportation Agency diverted vehicle lanes to alternative routes. Currently, only 30% of the remaining land has been acquired for the construction of the underpass and is in the process of payment.

In the ongoing process of the *Underpass* construction, there are still some rejections from the local community. Many people feel disadvantaged by the construction of the *underpass* on Jalan Gatot Subroto in Medan city, especially people who open businesses around the construction of the *Underpass* road, the rejection of the community around the construction of the *Underpass* on Jalan Gatot Subroto in Medan city is based on the negative impact after the construction of the Underpass, such as a decrease in sales in shops around the Underpass because limited road access makes customers have to walk through other roads to reach the store.

Hence, the importance of the role of Stakeholders involved in land acquisition in the construction of the Gatot Subroto Road Underpass in Medan City. Landowners, communities, neighborhood heads, contractors and consultants for the underpass project, and the central government, particularly the Ministry of Public Works of North Sumatra Province PPK 4.5, are among the stakeholders involved in its construction.

The authors conducted this research with reference to previous studies. Lianda et al. (2022) conducted the first study on stakeholder involvement in risk factors of unsolicited (unreasonable) toll road PPP projects. The study involved 60 stakeholders from three unsolicited PPP toll road projects in Indonesia. According to the findings of this study, there are 18 risk factors that have a major impact on cost performance; 7 of these risk factors come from the role of the government, while 11 come from the role of the enterprise organization. The enterprise has a higher risk than the government in terms of cost performance with an influence coefficient of 0.71 and a modeled R2 value of 81.6%.

The second research was conducted by Zuhfri Mahfud and his team in 2019. The title of this research is "*The Role and Coordination of Stakeholders in the Development of Minapolitan Areas in Nglegok District, Blitar Regency*". This research uses qualitative methodology and is descriptive in nature. The scope of the research is limited to two areas: a) examining the function of authorities (stakeholders) by defining and explaining their roles and responsibilities, and b) examining the types, dynamics, and limitations of coordination that occur between authorities (stakeholders). The research draws on Nugroho's (2014) stakeholder theory which categorizes stakeholders into five groups according to their roles: coordinators, policymakers, implementers, facilitators and accelerators. The research findings show that stakeholder collaboration in the development of Nglegok Sub-district's minapolitan area is successful. However, not all stakeholders in the growth of the minapolitan area have performed their duties properly.

The third research was conducted by Rohandi (2018) with the title “*The Role of Stakeholders in Development Planning in Massepe Village, Tellu Limpoe District, Sidenreng Rappang Regency*”. This research uses a qualitative method (percentage table), and data collection is carried out through direct interviews with three informants and distributing questionnaires to 33 respondents. According to this study, there are three indicators that show the involvement of stakeholders in the development planning of Tellu Limpo Sub-district. The policy maker subsystem reached 69.75% with a good category, the service provider reached 72.75% with a good category, and the beneficiary reached 75.75% with a good category. The summary result of related party participation shows 72.75% in the good category. The role of Stakeholders in Development Planning is also influenced by the level of urgency of 46.25% with a fairly good category, the level of knowledge of 69.75% with a fairly good category, proximity (communication) of 85.5% with a fairly good category, and Stakeholder attitudes of 65% with a fairly good category.

It is important to plan and implement infrastructure development wisely, taking into account sustainability, environmental impacts and the needs of the community as a whole in order to achieve positive results in the course of development. Social phenomena related to land acquisition are changing the way construction projects are implemented due to their social impacts. When building an underpass, the productivity of the work is affected by the available land. This land acquisition phenomenon is in fact not as easy as written in the regulations. Social factors not only affect land acquisition, but also *engineering* in its implementation. So if these two things are combined, it can also be called *social engineering*. The socialization process, public knowledge, and legal understanding of the importance of public projects are all factors that affect the barrier to land acquisition.

The results of the research based on what was carried out by the author, show that in the land acquisition of the *Underpass* construction on Jalan Gatot Subroto in Medan city there are obstacles. Because there are still 3 lands that are still unfinished land acquisition, so there are obstacles in the negotiation process for land acquisition. That is what makes the author's attraction to carry out this research.

## LITERATURE REVIEW

### *The Concept of Development*

The concept of development, which is often regulated through economic policy, aims to create fair and sustainable change by taking into account social, environmental and political aspects. According to Hartmann & Kwauk (2011), development in developed countries such as Singapore and Australia pays attention to the role of *social* institutions (*social capital*) and environmental sustainability for the welfare of society. Decision-making should avoid harmful tactics, such as *lobbying* or *vested* interests.

Globalization and regionalization bring new challenges for Indonesia, including intense competition among economic actors. In this situation, a development plan is essential. According to the National Guidelines, long-term

development aims to improve the standard of living and welfare of the people equally and to build a foundation for subsequent development.

### ***Indicators for Measuring Development Success***

Development must have a clear orientation to achieve its goals. So far, the main indicator of development is *Gross National Product* (GNP) or income per capita, although this does not always reflect real conditions, especially in a country like Indonesia with large economic inequality (Agus, 2012).

Countries have different indicators to assess development success, depending on income levels. In low-income countries, indicators include village electricity supply, health, and low food prices, while developed countries focus on economic variables such as urbanization and savings.

According to Teddy T. Tikson in Badruddin Syamsiah (2009), the main indicators of development success include:

- Per Capita Income: This macroeconomic indicator reflects the well-being of a society but does not measure income distribution and access to resources.
- Quality of Life Index (QI): Measures people's well-being through life expectancy, infant mortality, and literacy rates, which reflect social and economic conditions.
- Human Development Index (HDI): Created by the UNDP, the HDI emphasizes the quality of human resources with indicators of life expectancy, education level, and per capita income, aiming to improve human capacity.

Human development in HDI includes improving individual capacity through education, health, and access to a better quality of life.

### ***Stakeholders***

According to Phillips, R., Freeman, R.E., & Wicks, A.C. (2003), Stakeholders are groups that are very important to the survival of the organization, such as employees, customers, suppliers, and communities. It is also emphasized that *stakeholders* have a vital role in the sustainability of the organization. Without the support of these related parties, the organization will not be able to run. Therefore, it is important to maintain good relationships with key *stakeholders* so that the organization can be sustainable.

According to Mitchell, RK, Agle, BR, and Wood, DJ (2021), stakeholders are individuals or groups who are interested in the activities and results of the organization, as evidenced by power, legitimacy, and urgency. They underline that stakeholders have three main characteristics: the ability to influence the organization, legitimacy in their relationship with the organization, and urgency in their claims to the organization. These characteristics indicate how important each stakeholder is to the organization.

### ***Stakeholder Theory***

The term “stakeholder” was first used in 1963 by the Stanford Research Institute and developed by Freeman in 1983. Stakeholder theory states that companies should not only focus on their own interests but also consider the

interests of other influential parties such as investors, suppliers, government, and society. The main objective of this theory is for management to generate added value and reduce risks for all parties involved.

According to Gray, Kouhy, and Adams, the survival of the company depends on stakeholder support. Yosevita (2005) categorizes stakeholders into three types:

1. Primary Stakeholders: Parties with a direct interest that have great influence and must be involved in every stage of the activity.
2. Key Stakeholders: Have legal power in decision-making and are responsible for project implementation.
3. Secondary Stakeholders: Parties that do not have a direct interest but act as facilitators, such as investors, NGOs and scholars.

Orbach (1995) also categorizes stakeholders into three similar groups, namely primary stakeholders (having direct interest), supporting stakeholders (having concern without direct interest), and key stakeholders (having legal authority).

Identification of *Stakeholders* who play a role in land acquisition Underpass Gatot Subroto Medan can be identified as follows:

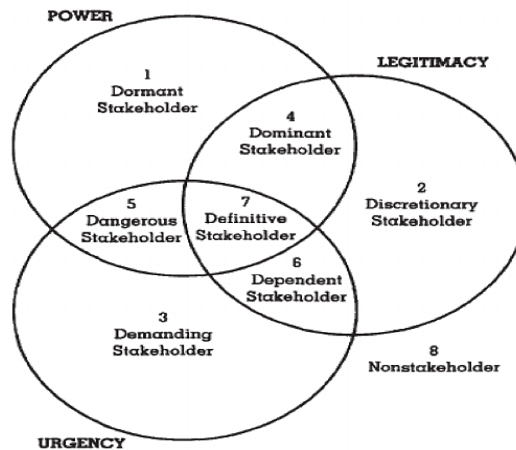
1. The Central Government is the organizer of the central level government. Because this *underpass* is a national bridge, the coordination of its construction will be carried out directly with the central government, namely the Ministry of Public Works, the National Toll Road Implementation Center, and the Commitment Making Officer 4.5 of North Sumatra Province.
2. The landowner is the person who owns the land ownership certificate.
3. Head of Medan Helvetia Neighborhood is a person who assists the implementation of inventory and identification of objects and subjects of land acquisition.
4. Service provider is the construction executor of the gatot subroto underpass construction who helps coordinate with landowners to get solutions and mediation.

The stakeholder typology explains strategic management strategies in response to competitiveness, increasing business complexity and globalization. To gain sustainable advantage, an organization must actively manage its stakeholder relationships. The composition consists of three interconnected and supportive components: normative assumptions, descriptive aspects, and instrumental aspects. Since it is assumed that every organization has multiple stakeholders, a moral and ethical organization must understand and respect stakeholder interests. Power is the situation in social relationships where a role can impose its will despite opposition.

Legitimacy is the right to power, which is defined by (Suchman, 1995, p. 574) as referring to "the general perception or belief that an entity's desired actions are appropriate within some system of norms, beliefs, and definitions." Legitimacy is a social, evaluative, and cognitive notion that can be defined and

negotiated at many levels of social organization. While the combination of legitimacy and power can create authority, it can also function on its own. Urgency is the state of emergency, urgency, which is the degree to which stakeholders demand immediate attention. Below is an image of the stakeholder typology.

Stakeholder typology diagram



### *Stakeholder Interaction Model*

The 4R approach (Rights, Responsibilities, Revenue, and Relationship) helps analyze specific inter-stakeholder relationships (Zubayr et al., 2014). Rights refer to the rights of stakeholders, Responsibilities include obligations and duties, Revenue is the benefits obtained, and Relationship describes the quality of the relationship between parties.

To create synergy in policy implementation involving various stakeholders, effective coordination is needed. Purwone (2012) identifies four stakeholder interaction mechanisms:

1. Pooling: Each stakeholder shares the same goal without strong dependency, with interaction limited to task sharing.
2. Sequential: Phased implementation, where one organization's output becomes an input for another, relies on effective collaboration.
3. Reciprocal: A reciprocal mechanism where each role exchanges inputs and outputs, requiring the active involvement of each stakeholder.
4. Direct Management: One organization is in full control of the task, managing all activities in policy implementation.

This mechanism allows for optimal coordination, depending on the relationship patterns and interaction needs between stakeholders.

### *Role theory*

Roles refer to the activities that individuals play based on their social status in the organization. According to Soerjono Soekanto (2012), role is a dynamic aspect of a person's status, which functions when rights and responsibilities are carried out according to their position.

Soekanto identified three categories of individual positions in organizations:

1. Active Role: Full and consistent participation in the organization, which allows the individual to be recognized.
2. Participative Role: Involvement on an as-needed or time-specific basis.
3. Passive Role: Not actively involved, but can function symbolically under certain conditions.

Roles consist of three components:

- Norms related to position in society,
- Individual responsibilities as a member of the organization, and
- A set of expected attitudes.

Roles are also applied to groups or organizations, which have specific roles according to function. In the context of the Gatot Subroto Underpass project in Medan, each stakeholder plays a role according to their duties. Roles can be differentiated as *ideal roles* (duties as expected) and *actual roles* (duties based on reality in the field).

## METHODOLOGY

This research uses a qualitative descriptive analysis method based on the theory of Miles and Huberman (1992), which includes data reduction, data presentation, and conclusion drawing. The main data sources came from primary data (observations and interviews) and secondary data (documents, books, journals, laws, and the internet). Structured interviews were conducted with Land Acquisition Staff of the Gatsu Underpass project to explore information related to land acquisition and the stakeholders involved. The results of this study identified stakeholders and understood their interests and power in the process.

### *Location and Time of Research*

This research was conducted in North Sumatra Province. While the focus of research is on the Gatot Subroto Medan Underpass Development project. The location of this research is on Jalan Gatot Subroto, Sei Sikambing C II Village, Medan Helvetia District, Medan city, North Sumatra. In achieving the progress of land acquisition, the role of stakeholders is needed to get a *win-win solution* which includes carrying out planning in the land acquisition process, then preparing the initial data collection of the location of the development plan, and implementing socialization.

Research Informants Qualitative research subjects include informants, those who are the focus of the research, or sources that can provide details about the research. People who are directly involved in the operation are the selected data sources (research subjects). Moeliono (1993: 862).



No	Informan	Position	Role
1	Sri Novalina	Staff bagian pembebasan lahan PPK 4.5 Prov. Sumatera Utara	Key Informants
2	Nadya Alvinsa	Staff Keuangan PPK 4.5 Prov. Sumatera Utara	Key Informants
3	Desprida Hutapea	Bendahara PPK 4.5 Prov. Sumatera Utara	Key Informants
4	Angelia Lubis	SPV INTERIO Home Furnishing (Pemilik Lahan Terdampak)	Key Informants
5	Mustofa	Pemilik Lahan Terdampak	Key Informants
6	Fitri	Warung Makan Sabena (Pemilik Lahan Terdampak)	Key Informants
7	Ani	Warung Es kelapa (Pemilik lahan terdampak)	Key Informants
8	Hanna	Warung Nasi Padang (Pemilik lahan terdampak)	Key Informants
9	Jeremiah Pangaribuan	Quantity Survey Kontrperan PT.WIKA-Andesmont KSO	Supporting Informants
10	Henri Sipayung	Konsultan Pengawasan Teknik PT. Global Profex Synergy KSO	Supporting Informants
11	Rahmad Harahap	Masyarakat Pemuda Setempat	Supporting Informants
12	Atik	Masyarakat Setempat	Supporting Informants
13	Luthfi	Admin Lapangan Kontrperan PT.WIKA-Andesmont KSO	Supporting Informants
14	Hanjaya	Masyarakat Setempat	Supporting Informants
15	Warlon Girsang	Konsultan Pengawasan Teknik PT. Global Profex Synergy KSO	Supporting Informants
16	Bambang Sulisty	HSE Kontrperan PT.WIKA-Andesmont KSO	Supporting Informants
17	Al Lukman	Kepala Lingkungan XIII Medan Helvetia	Supporting Informants
18	Mhd Riski Ramon	Kepala Lingkungan XIV Medan Helvetia	Supporting Informants

Research Informant Table

### *Data collection methods*

This research involved primary and secondary data. **Primary data** was collected through in-depth interviews with resource persons such as PPK 4.5 Land Acquisition Section staff, land owners, contractors, and consultants. In-depth interviews were conducted intensively and repeatedly to obtain detailed

data. Equipment used included tape recorders, cell phones, and relevant documents.

Secondary data was obtained from literature, websites, and official sources related to land acquisition for the construction of the Underpass on Jalan Gatot Subroto, Medan. The collected data will be grouped for further analysis. Intensive interviews are expected to make informants more open and honest in providing information.

Data analysis in this study was carried out through three steps:

- *Data Reduction*

The process of simplifying raw data by selecting, centralizing, and verifying relevant information. Interview data obtained from various informants, both internal and external, will be selected and compiled according to the research objectives.

- *Data Presentation*

Data is presented in the form of narrative text, charts, matrices, or graphs that are structured to facilitate understanding and combine the collected information cohesively.

- *Conclusion or Verification*

At this stage, the data that has been compiled is examined and compared to ensure its validity, relevance, and robustness. Researchers must evaluate the data from the perspective of key informants to find meaning that is in accordance with the research objectives, namely increasing the role of stakeholders in the socialization of land acquisition.

## **RESEARCH RESULT**

### ***The Role of Stakeholders in Land Acquisition***

The role of stakeholders is very much needed in project development efforts. Therefore, the role of stakeholders is needed in land acquisition efforts so that project work runs smoothly. This study used three informants representing stakeholders, namely the Central Government as a key informant represented by the Land Acquisition Staff and Financial Staff of PPK 4.5 North Sumatra Province, land owners as the main informants, PT. Wika-Andesmont KSO Contractors, Supervisory Consultants of PT. Global Profex Synergy KSO and Head of the Medan Helvetia Environment as additional informants.

Based on the results of interviews with key informants, namely the Land Acquisition Staff of PPK 4.5 North Sumatra Province, Mrs. Sri Novalina Tampubolon regarding her role as follows;

"PPK 4.5 North Sumatra Province in the construction process of the Gatot Subroto underpass initially had a role as a planner for the implementation of land acquisition and coordinating the land acquisition process with various related parties. Before construction, our party also planned the stages of construction from start to finish." Furthermore, the Financial Staff of PPK 4.5 North Sumatra Province, Mrs. Nadya Alvinsa also added;

"This process begins with the preparation of the intent and purpose of the development plan, then adjusting it with the Head of the environment, determining the location and area of land needed, and making an estimate of the implementation period, then after that a report on the handover of the results of the completion of land acquisition is made, then checking the administration of land acquisition and disbursing the compensation funds."

The central government through the Ministry of PUPR for the Implementation of the National Road PPK 4.5 of North Sumatra Province has an important role in making policies and technical instructions. They are also involved in socialization to the affected community. On the other hand, land owners have a significant role because they must provide their land to be acquired and are entitled to compensation. The following is a photo documentation of PPK 4.5 of North Sumatra Province with the technical supervision consultant team and project counterparts in carrying out socialization with land owners.



Socialization with Land Owners

Source: Consultant Report Data (Oct, 2023)

The communication and coordination process is carried out through various coordination meetings and socializations involving all related parties, including the central government, local government, land owners, and consultants and counterparts. This is confirmed by the statement of the underpass technical supervision consultant, Mr. Henry Dunan Sipayung during the interview process. "In this socialization, we discuss various problems that arise, plan future steps, and evaluate the progress of this project. We also try to provide open and transparent information. In addition, an intensive approach to the affected community is also continuously carried out to gain their support."



Socialization with Kepling Medan Helvetia and Warung Aceh Land Owner. Source: Consultant report data (2023)

In general, the central government, land owners, and service providers are the three (three) stakeholder groups involved in the land acquisition process for the construction of the Gatot Subroto Underpass in Medan City. Because they have the legal authority to make decisions related to the implementation of land acquisition, including planning, determining compensation values, implementation, and preparing implementation reports, the land acquisition and finance staff of PPK 4.5 of North Sumatra Province are important stakeholders.

Because they are actively involved in all land acquisition activities and are directly exposed to positive and negative impacts, land owners are the primary stakeholders. Because they are the ones implementing the underpass construction project, service providers are considered secondary stakeholders because they are not directly interested in a plan but still care deeply about the development process. Here, service providers act as facilitators in creating socialization activities for land owners and have an impact on the choices made when seeking mediation or solutions.

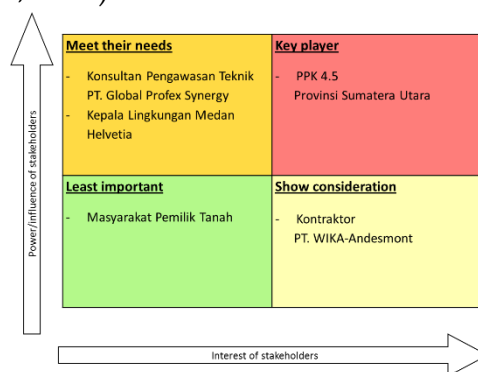
### ***Stakeholder Mapping and Analysis in Land Acquisition***

Three parties are considered to have interests and power in the Gatot Subroto Underpass Development Program in Medan City. Realizing land acquisition operations for development in the public interest is the main concern of the PUPR PPK 4.5 Ministry of North Sumatra Province. Because they create regulations and technical instructions for land acquisition operations, as well as assisting in coordination and interacting with affected communities, the impact is very significant.

Because they are the ones who provide the land to be purchased, the landowner community has a great interest. Another interest obtained is the receipt of payment for the transferred land. Therefore, the influence of the community in land acquisition is very strong. Because most of the land affected by land acquisition belongs to the community, community opinion for the pros and cons of land acquisition is very important in determining its success.

Service Providers have interests that can be high and also low in this land acquisition process because they are the implementers in the underpass construction work process. However, this task has a low influence because it helps coordinate with landowners to get solutions and methods for transferring utilities.

The interests and power of stakeholders in the implementation of land acquisition are explained, and mapping is carried out to examine stakeholders based on their impacts and areas of interest. Understanding the preferences of important and powerful parties involved in the land acquisition process requires analysis as a first step. According to the interests of stakeholders in this issue and their ability to influence it, the parties in the matrix were first identified for this study (Purnama & Sulastri, 2014).



### Stakeholder Mapping in Land Acquisition Implementation

Source: Research Results, 2024

Stakeholders in land acquisition for the construction of the Gatot Subroto Underpass are divided into four quadrants based on their interests and power:

1. Quadrant I (Meet Their Needs): Stakeholders with high power and legitimacy, but low interests, such as the Engineering Supervision Consultant and the Head of the Medan Helvetia Environment.
2. Quadrant II: Stakeholders with strong authority, legitimacy, and interests, such as the PPK 4.5 of North Sumatra Province and the Ministry of PUPR.
3. Quadrant III (Least Important): Stakeholders with high legitimacy but low power and interests, such as the landowner community.
4. Quadrant IV (Show Consideration): Stakeholders with high legitimacy and interests but low power, such as the contractor PT. WIKA - Andesmont.

The roles of stakeholders in land acquisition include:

1. Policy Makers: Drafting regulations, determining locations, and resolving dispute conflicts.
2. Planners: Drafting land acquisition plan documents and budgets, as well as implementation schedules.
3. Coordinators: Organizing activities, meetings, and identifying and inventorying physical and legal data.
4. Facilitator: Provides funds, facilities, and operational equipment.

5. Implementer: Identifies physical and legal data, manages administration, and assists in the release of land rights
6. Mediator: Resolves disputes related to location, compensation, and conflicts between related parties

### ***Supporting and Inhibiting Factors***

Factors that support and inhibit the land acquisition process for the construction of the Gatot Subroto Underpass in Medan can be identified through interviews with key informants.

#### ***Supporting Factors:***

1. Good Coordination: Coordination between stakeholders, such as the Transportation Agency, to divert vehicle routes during construction, helps reduce negative impacts.
2. Communication and Transparency: Open communication between the government and the community, as well as community participation through public consultations and socialization meetings, helps increase engagement and transparency.

#### ***Inhibiting Factors:***

1. Community Rejection: Communities who feel disadvantaged, especially business owners around the project location, reject land acquisition due to concerns about disruption to access and decreased turnover.
2. Unfinished Land Acquisition Process: Some land acquisition processes have not been completed, hampering the smooth running of the project.
3. Infrastructure Constraints: Moving optic cables, electricity cables, and PDAM pipes is also a challenge, even though coordination has been carried out.

#### ***Solutions for Rejection:***

Personal Approach and Mediation: Personal approaches and mediation are carried out with shop owners who refuse to discuss their concerns, provide additional compensation, and assist in the temporary relocation process to maintain business continuity. Mediation is also carried out to resolve disputes related to compensation values and release of land rights. With good coordination between related parties, mediation, and transparent communication, obstacles can be overcome, and projects can run more smoothly.

#### ***Inhibiting Factors:***

1. Community Rejection: Despite support, some local people, especially those who have businesses around the construction site, reject this project. They feel disadvantaged because of the narrowed road access and decreased business turnover because customers have to take a detour to reach their shops.
2. Suboptimal Socialization Process: Socialization regarding the importance of the project and its impact on the community has not been fully optimal. Many people still do not understand the long-term benefits of the construction of

this underpass, resulting in resistance and obstacles in the land negotiation process.

3. **Legal and Administrative Complexity:** Land acquisition in Indonesia is often faced with legal and administrative complexity. The land acquisition process that has not been completed for 3% of the land indicates that there are obstacles in the legal and administrative processes that are slowing down the implementation of the project.

## CONCLUSIONS AND RECOMMENDATIONS

Land acquisition for public interest Gatot Subroto Underpass in Medan City is carried out as an effort by the government in the construction of the underpass. Stakeholders in the land acquisition operation must be identified and their roles must be played to establish a fair land acquisition procedure. The purchase of property for the Gatot Subroto Underpass in Medan City involves three parties. In the land acquisition operation, stakeholders play the role of mediators, coordinators, facilitators, implementers, policy makers, and planners. Based on the conversation above, it can be said that:

1. **Role of Government:** The central and regional governments have a very crucial role in the land acquisition process. The central government, through the Ministry of PUPR, is responsible for providing funds and project planning, while the regional government is responsible for coordinating implementation in the field and socializing the project to the community. Full support from both levels of government is a major supporting factor in the smooth running of the project.
2. **Stakeholder Collaboration:** Collaboration between various stakeholders, including land owners, the central and regional governments, consultants and counterparts, and the Medan Helvetia kepling, is the key to the success of the land acquisition process. Effective communication and good cooperation between stakeholders can minimize conflicts and speed up the negotiation process and land payments.
3. **Public Awareness:** The level of public awareness regarding the importance of this project plays a significant role in supporting the smooth running of land acquisition. Communities who understand the long-term benefits of underpass construction tend to be more supportive and cooperative in this process.
4. **Constraints Faced:** The land acquisition process faces several obstacles, including rejection from some communities, less than optimal socialization processes, and legal and administrative complexities. These obstacles affect stakeholder involvement and require specific strategies to overcome them.
5. **Resolution Strategy:** To overcome existing obstacles, strategies that can be implemented include increasing transparency and communication, determining fair compensation values, and strengthening coordination between institutions. The implementation of this strategy is expected to smooth the land acquisition process and complete the project according to the targets that have been set.

## REFERENCES

- Alfianto, E. A. (2012). Kewirausahaan: Sebuah Kajian Pengabdian Kepada Masyarakat. *Jurnal Heritage*, 1(2), 33–42. <https://doi.org/10.35891/heritage.v1i2.837>
- Amalan, Utha, A., & Yusuf, M. (2021). Analisis Peran Stakeholder dalam Perencanaan Pembangunan Daerah Kabupaten Buton Utara. *Jurnal Administrasi Pembangunan Dan Kebijakan Publik*, 12(1). [www.Bappedabutonutara.com](http://www.Bappedabutonutara.com)
- Badruddin, S. (2009). *Pengertian Pembangunan: Teori dan Indikator Pembangunan*.
- Bratakusumah, R. (2005). *Perencanaan Pembangunan Daerah*. PT Gramedia Pustaka Utama.
- Budiani, N. W. (2007). Efektivitas Program Penanggulangan Pengangguran Karang Taruna “Eka Taruna Bhakti” Desa Sumerta Kelod Kecamatan Denpasar Timur Kota Denpasar. *Jurnal Ekonomi Sosial*, 2(1).
- Creswell, J. W. (2010). *Research Design Pendekatan Metode Kualitatif, Kuantitatif, dan Campuran*. Pustaka Pelajar.
- Deddy, T. T. (2005). *Indikator-Indikator Pembangunan Ekonomi*.
- Fahmi Idris, M., & Husein, R. (2022). Efektivitas Kebijakan Pembangunan Underpass Simpang Kentungan dalam Mengurai Kemacetan di Daerah Istimewa Yogyakarta. *Journal of Social and Policy Issues*, 2(1), 14–20. <https://doi.org/10.58835/jspi.v2i1.36>
- Grigg, N., & Fontane, D. G. (2000). *Infrastructure System Management and Optimization*. International Civil Engineering Department, Diponegoro University.
- Hartmann, D., & Kwauk, C. (2011). Sport and Development. *Journal of Sport and Social Issues*, 35(3), 284–305. <https://doi.org/10.1177/0193723511416986>
- Jones, T. M. (1991). Ethical Decision Making By Individuals In Organizations: An Issue-Contingent Mode. *Academy of Management Review*, 16(2), 366–395.
- Kohli, U., & Chitkara. (2007). *Project Management Handbook- For Engineer, Construction Professionals And Business Managers*. Tata McGraw-Hill Publishing Company Limited.
- Kriyantono, R. (2008). *Teknik Praktis Riset Komunikasi*. Kencana Prenada Media Group.
- Lalan, H. (2022). Model Interaksi Stakeholder Pada Pembebasan Lahan Pembangunan Jalan Tol Ruas Padang-Sicincin. *Ensiklopedia of Journal*, 4(2). <http://jurnal.ensiklopediaku.org>
- Larrain, J. (1994). *Theories of Development: The Impasse and Beyond*. U.C.L. Press.
- Lewellen, T. C. (1995). *Dependency and Development: An Introduction to the Third World*. Bergin & Garvey.
- Mahfud, M. A. Z., Haryono, B. S., & Anggraeni, N. L. V. (2015). Peran dan Koordinasi Stakeholder dalam Pengembangan Kawasan Minapolitan di Kecamatan Nglegok, Kabupaten Blitar. *Jurnal Administrasi Publik*, 3(12), 2070–2076



- Maryono, E. (2005). *Pelibatan Publik dalam Pengambilan Keputusan*. LP3ES.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997a). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4), 853–886.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997b). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4).
- Noor, I. (2013). *Daerah Maju Indonesia Maju: Strategi Pembangunan yang Mensejahterakan & Berkeadilan* (1st ed.). Grafindo.
- Nugroho, H. C., Zauhar, S., & Suryadi. (2014). Koordinasi Pelaksanaan Program Pengembangan Kawasan Agropolitan di Kabupaten Nganjuk. *J-PAL*, 5(1), 12–22.
- Oktavia, S., & Saharuddin. (2013). Hubungan Peran Stakeholder dengan Partisipasi Masyarakat dalam Program Agropolitan Desa Karacak Kecamatan Leuwiliang Kabupaten Bogor. *Sodality: Jurnal Sosiologi Pedesaan*, 1(3), 231–246.
- Orbach, M. (1995). Social Scientific Contributions to Coastal Policy Making. In *Improving Interactions between Coastal Science Policy*. Proceedings of the California Symposium (pp. 49–59). D.C National Academy Press.
- Patton, M. Q. (2005). *Qualitative Research & Evaluation Methods: Integrating Theory and Practice*. Sage Publication Inc (Terjemahan).
- Phillips, R., Freeman, R. E., & Wicks, A. C. (2003). What Stakeholder Theory Is Not. *Business Ethics Quarterly*, 13(4), 479–502.
- Prakoso, G. R., & Munandar, A. I. (2020). Analisa Stakeholder dalam Kebijakan Pembangunan di Indonesia. *Jurnal Ilmu Ekonomi Dan Pembangunan*, 20(2).
- Purwanto, E. A., & Sulistyastuti, D. R. (2015). *Implementasi Kebijakan Publik Konsep dan Aplikasinya di Indonesia* (2nd ed.). Gava Media.
- Puteri, L. A. L., Susetyo, B., & Suroso, A. (2022). Peran Pemangku Kepentingan Terhadap Faktor-faktor Risiko Pada Proyek KPBU Jalan Tol Unsolicited. *Jurnal Konstruksi*, 14(1).
- Rahayu, A. D., & Amrin, R. N. (2022). Peran stakeholder dalam pengadaan tanah untuk pembangunan Bendungan Bener di kabupaten Wonosobo. *Tunas Agraria*, 5(3), 165–181. <https://doi.org/10.31292/jta.v5i3.182>
- Rajablu, M. (2016). Corporate governance: A conscious approach for Asia and emerging economies. *International Journal of Law and Management*, 58(3).
- Ramirez, R. (1999). Stakeholder Analysis and Conflict Management, In Buckles D (Ed). *Conflict and Collaboration in Natural Resource Management*. IDRC and the World Bank.
- Riyadi, & Bratakusumah. (2005). *Peran Masyarakat dalam Pembangunan. Multigrafika*.
- Rohandi. (2018). Peranan Stakeholder Terhadap Perencanaan Pembangunan di Kelurahan Massepe Kecamatan Tellu Limpoe Kabupaten Sidenreng Rappang. *Praja*, 6(3).
- Sabri, M. I. (2011). *Critical Success Factor Penerapan Value Engineering Pada*

- Tahap Konstruksi Bangunan Gedung Pada PT. X [Tesis]. Universitas Indonesia.
- Sholihah, M. (2019). Interaksi Antar Stakeholder dalam Tim Penjangkau Penanganan Anak Jalanan di Provinsi Daerah Istimewa Yogyakarta [Skripsi]. Universitas Gadjah Mada.
- Simanjourang, F., Hakim, L., & Sunarti. (2020). Peran Stakeholder dalam Pembangunan Pariwisata Samosir. *Jurnal Profit*, 14(1)
- Soekanto, S. (2012). Sosiologi Suatu Pengantar. PT Raja Grafindo Persada.
- Soemardi, B. W., & Wirahadikusumah, R. D. (2009). Kebutuhan Dan Tantangan Pendidikan Infrastruktur. In I. Syabri, A. Sjafruddin, B. W. Soemardi, & S. B. Kusuma (Eds.), *Pembangunan Infrastruktur Untuk Semua* (pp. 19-31). Kelompok Keahlian Sistem Infrastruktur Wilayah dan Kota.
- Suchman, M. C. (1995). Managing Legitimacy: Strategic and Institutional Approaches. *The Academy of Management Review*, 20(3), 571-610.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2021). *Metode penelitian kuantitatif, kualitatif, dan R&D* (3rd ed.). Alfabeta.
- Syahfitri, E. D., & Wismadi, A. (2017). Analysis of Stakeholder Preferences On Road Pricing And Progressive Parking Policies Within Infrastructure & Community Development Framework A Case Study of Urban and Sub Urban Areas, Balikpapan City [Tesis]. Universitas Gadjah Mada.
- Waluyi, D. (2024, July 23). Pencapaian Mengagumkan: Infrastruktur Mutu Indonesia Terdepan di ASEAN. [Indonesia.Go.Id](https://www.indonesia.go.id).
- Zubayr, M., Darusman, D., Nugroho, B., & Nurrochmat, D. R. (2014). Peranan para pihak dalam implementasi kebijakan penggunaan kawasan hutan untuk pertambangan. *Jurnal Analisis Kebijakan Kehutanan*, 11(3), 239-259.