

Evaluasi sistem pengendalian manajemen : studi kasus pengelolaan proyek ketenagalistrikan di PT PLN (Persero) = Evaluation of management control system : case study electricity project management in PT PLN (Persero)

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Abstrak

Tesis ini membahas tentang evaluasi sistem pengendalian manajemen proyek ketenagalistrikan di PT PLN (Persero) berdasarkan levers of control dari Robert Simons, pengendalian di setiap aktivitas pengelolaan, dan pengaturan aktivitas sesuai sequence activities. Hasil evaluasi digunakan untuk memberikan saran pencegahan atas keterlambatan penyelesaian proyek dan memberikan gambaran disain supaya proyek selesai tepat waktu. Berdasarkan tesis ini, perusahaan telah membangun pengendalian sesuai levers of control namun perlu memberikan perhatian lagi pada outsourcing yang belum memahami belief system & business conduct boundary, pemanfaatan hasil diagnostic control system yang lebih banyak reaktif dibanding preventif, dan terhadap pegawai yang kurang berpartisipasi dalam interactive control system. Tesis ini juga menunjukkan terdapat aktivitas yang berisiko menyebabkan penyelesaian proyek jadi terlambat dan pengaturan yang belum berurutan, yaitu ketika dokumen disain awal/engineer cost estimate yang disusun oleh konsultan luar dan penyusunan tender document/draf kontrak tidak menyebutkan secara spesifik apakah harga kontrak sudah termasuk/tidak termasuk pajak sehingga berpotensi sengketa, kontrak sudah ditandatangani meskipun pendanaan/perizinan/pembebasan lahan belum tuntas, dan ketika terjadi inisiasi proyek secara mendadak atas permintaan pihak luar yang berwenang sehingga persiapan konstruksi kurang memadai. Terjadinya sengketa, belum tuntasnya pendanaan/ perizinan/pembebasan lahan, dan persiapan yang kurang memadai seringkali menyebabkan penundaan/kendala konstruksi, yang akhirnya penyelesaian proyek menjadi terlambat.

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This thesis discusses evaluation control system of electricity project management at PT PLN (Persero) according to levers of control of Robert Simons, control of every activity, and settings of activities according to sequence activities. The result is to provide prevention advices of project completion tardiness and to give design overview so the project would be completed timely. In this research, the company has built control system in according to levers of control, but it needs to pay attention to outsourcing which does not understand the belief system & business conduct boundary, utilization of diagnostic control system more reactive than preventive, and employees who participate less in interactive control system. Research also shows that there are risky activities which cause the lateness of project completion and not sequent settings, ie when the basic design/cost estimate arranged by outsider consultant and preparation of tender document/draft of contract not mention specifically whether the contract price included/excluded taxes so potentially dispute, signed contract though funding/licensing/land acquisition incomplete, and when occurs initiation of the project suddenly by request of the authorized outsider party so the preparation of the construction is inadequate. Disputes, funding/licensing/land acquisition incomplete, and inadequate preparation often cause delay/constraints of construction, that finally completion of the project become late.