

Determinant factors affecting successful project initiation decision: empirical evidences in Indonesia oil and gas midstream and downstream sector = Faktor-faktor penentu keputusan inisiasi proyek: bukti empiris di sektor midstream dan downstream migas Indonesia

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Abstrak

ABSTRAK

Inisiatif proyek dapat diinisiasi oleh manajemen (pendekatan top-down) and tim proyek (pendekatan bottom-up). Manajemen umumnya menggunakan pendekatan pertama, yang cenderung melalui proses politik dengan melibatkan power, interests, and authority. Di sisi lain, pendekatan kedua cenderung lebih dinamik dalam situasi adanya kepentingan antara manajemen and tim proyek. Pengambilan keputusan efektif pada awal proyek menjadi lebih menantang. Studi ini bertujuan untuk berkontribusi terhadap studi sebelumnya dengan eksplorasi pengaruh dan manajemen dan tim proyek terhadap proses pengambilan keputusan oleh pimpinan proyek-apakah prosesnya cenderung menggunakan pendekatan rasional, intuitif atau politik. Kuesioner disusun dengan memilih pimpinan proyek (PIC) yang bertanggung jawab atas perencanaan proyek atau bisnis. Data digunakan untuk menguji hipotesis dalam model penelitian dibangun dengan menggunakan alat model persamaan struktural(SEM) dengan SPSS dan AMOS. Bersamaan dengan kuesioner, wawancara dengan beberapa responden terpilih juga dilakukan. Temuan studi mengungkapkan perbedaan jalur dalam mencapai keberhasilan inisiasi proyek. Manajemen menggunakan proses pengambilan keputusan dengan rasionalitas prosedural dan intuisi. Di lain pihak, tim proyek menggunakan proses pengambilan keputusan rasionalitas prosedural dan politik konstruktif. Ternyata manajemen dan tim proyek menggunakan rasionalitas prosedural. Dari jalur yang signifikan tersebut, hasil studi menunjukkan lintasan kritis dalam mencapai inisiasi proyek yang berhasil dengan peningkatan keberagaman tim proyek dan penggunaan pengambilan keputusan berdasarkan politik konstruktif. Dengan demikian, terdapat paradoks dari partisipasi karena proyek bottom-up ditentukan oleh kedua pihak yaitu aspirasi tim proyek dan ekspektasi manajemen. Sehingga, organisasi seharusnya mendorong keberagaman tim proyek yang mempengaruhi proses pengambilan keputusan secara politik melalui negosiasi yang diambil oleh pimpinan proyek. Dari tipologi riset ini, keputusan efektif dapat diraih dengan peningkatan keberagaman tim proyek dan pengambilan keputusan politik konstruktif. Dengan pemahaman jalur kritis untuk mencapai keputusan optimal, organisasi dan pimpinan proyek dapat meningkatkan keberhasilan inisiasi proyek. Dalam jangka panjang, hal tersebut dapat berkontribusi terhadap realisasi investasi di sektor migas Indonesia.

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ABSTRACT

A project can be originated by management (top-down approach) and project team (bottom-up approach). The management generally performs the first approach, by which sounds politically made in given power, interests and authority. Conversely, the second approach tends to be more dynamic in given situation while the dual interests between management and project team members exist. Making the effective project decisions in given incomplete information at early stage is increasingly challenging. This study aims to fill the gap by exploring the influence of management and project team towards the decision-making applied by

project leaders-whether the processes are more likely to be rationally made, or more intuitively or politically made. The structure questionnaire was created and distributed to selected respondents as person-in-charged (PIC) involved in planning project or business initiation. Data were used to examine the hypotheses in constructed research model by using structural equation model (SEM) tools with SPSS and AMOS. Along with questionnaire, interviews with selected respondents in this fields were also conducted. The findings reveal different paths towards successful project initiation. The management increases the successful project initiation by stimulating the procedural rationality and intuition decision making process. On the other hand, the project team increases the successful project initiation by practicing the procedural rationality and constructive political decision-making process. It turns out that both management and project team increase the successful project initiation by increasing the procedural rationality decision-making process applied by project leaders. Of each significant path, the findings find out the critical path towards successful project initiation by increasing the project team diversity and constructive political decision-making process. Accordingly, it turns out the paradox of shared participation since the bottom-up project initiation is actually affected by both project teams aspiration and managements expectation. Subsequently, organization should encourage the project team diversity affecting the constructive political decision-making process by practicing the bargain and negotiation applied by project leaders. As practical implications, project leaders can increase the project initiation by applying the effective decision affected by management (transformational leadership) and project team (diversity). From the typology found in this study, it turns out that effective decision can be enhanced by increasing the project team diversity and constructive political decision-making process. By understanding the critical path of optimal decision, organization and project leaders can boost the project initiation more successful. In the long run, it can contribute to the investment realization in Indonesia oil and gas midstream and downstream sector.