

EVALUATION OF PROJECT MANAGEMENT PRACTICES FOR HOUSING PROJECT IN JAKARTA (CASE: SEJAHTERA LAND)

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ABSTRACT : *The evaluation of project management practices is of utmost importance in the Indonesian real estate market, particularly in the context of housing projects. This research focuses on evaluating the project management practices of Sejahtera Land, a leading real estate developer in Jakarta. The objective is to identify and analyze the specific challenges that Sejahtera Land encounters during the project management process and propose practical strategies to enhance their project management practices. To achieve this, a qualitative research methodology is employed, incorporating interviews and an extensive review of relevant literature. By delving into the experiences and perspectives of key stakeholders, this study aims to provide valuable insights into the project management issues faced by Sejahtera Land and develop effective solutions to address them. The outcomes of this research will be beneficial for Sejahtera Land's management and customers, enabling them to improve project management practices and can minimize delays, ensure better coordination among teams, and enhance the overall quality of their housing project leading to timely deliveries and higher-quality housing units.*

KEYWORDS –Project Management, Real Estate Industry, Customer, Management, Strategies

I. INTRODUCTION

In this challenging environment, real estate developers such as Sejahtera Land have faced significant project management issues that have led to delays in the handover of units to customers. These project management issues have included a lack of coordination among different teams and poor communication between the project management team and other teams, which has led to inadequate monitoring of construction progress. These issues have resulted in delays in the completion of the project, which have led to customer complaints.

To address these project management issues, Sejahtera Land needs to take a systematic approach to project management. This includes establishing clear communication channels among different teams, implementing effective monitoring systems to track construction progress, and ensuring that all teams adhere to high-quality standards. Additionally, Sejahtera Land should focus on building a strong relationship with customers by keeping them informed of the project's progress and addressing any concerns or complaints promptly. By taking these measures, Sejahtera Land can improve its project management practices and maintain its reputation in the market.

The research on the evaluation of project management practices for Sejahtera Land is crucial for various stakeholders, including Sejahtera Land management and customers. By conducting a comprehensive evaluation of the project management practices, the research will provide insights into the specific issues that need to be addressed and develop effective strategies to mitigate them. Customers can benefit from the research by gaining insight into the project's progress and the measures being taken to address any issues. Ultimately, the research aims to improve project management practices in the real estate industry, leading to more successful project outcomes and satisfied stakeholders.

II. LITERATURE REVIEW

In the field of real estate, effective project management is crucial. It applies the core principles of project management, defined in the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) Guide, to tackle the unique intricacies and challenges inherent in real estate projects. The PMI lays out a systematic approach to project management that unfolds over five major phases, collectively known as process groups. These process groups serve as the blueprint for the entire project lifecycle, guiding it from the initial concept to the final completion[7].



Figure 1 Project Lifecycle

Source : www.proprofsproject.com

These stages — Initiating[5][7], Planning[5][7], Executing [1] [5] [7], Monitoring and Controlling[5][7], and Closing[4][5][7] — represent a cycle that provides a solid structure for managing projects in any field, as shown in Figure 1 including real estate. Each phase has its specific set of tasks and objectives that help ensure the successful completion of the

project. Understanding these phases in depth can provide valuable insights into managing projects more effectively in the real estate sector.

The five Process Groups [7] are applicable across various industries and are not limited to specific application areas like marketing or accounting. Within these Process Groups, individual processes are often repeated or iterated before completing a phase or the entire project. The number of iterations and interactions between processes can vary depending on the project's requirements. Processes can generally be categorized into three types: those used once or at predefined points [7], those performed periodically as needed [7], and those continuously performed throughout the project [7] as shown in Figure 2. Monitoring and control processes are ongoing from project initiation to project closure.

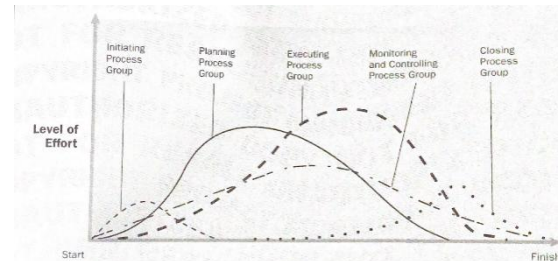


Figure 2 Process group interaction within project
Source : PMBOK guide 6th edition

Upon gaining a comprehensive understanding of the project life cycle, one can observe the categorization of project management processes into ten distinct knowledge areas. While these areas are treated separately within the realm of project management, they are interconnected and essential for effectively completing projects within a collaborative framework. Each project manager must employ multiple knowledge areas to fulfil project requirements and objectives. The ten knowledge areas encompass project integration management [7], project scope management [7], project schedule management [7], project cost management [7], project quality management [7], project resource management [7], project communication management [7], project risk management [7], project procurement management [7], and project stakeholder management [7]. These ten knowledge areas provide a comprehensive framework for project managers to effectively plan, execute, monitor, and control projects. By addressing these areas, project managers can ensure that all crucial aspects of project management are considered and managed throughout the project lifecycle.

III. RESEARCH METHODOLOGY

The primary objective of this research is to address the critical business issues faced by Sejahtera Land. These issues include:

- To identify and analyse the specific challenges that SEJAHTERA LAND encounters during the project management process.
- To finding practical solutions and strategies to enhance SEJAHTERA LAND's project management practices.

For this study, a qualitative research approach [3] has been adopted to gain an understanding of the current project management scenario and address pertinent issues concerning Project Management (PM) at SEJAHTERA LAND. The utilization of a qualitative method allows for an exploration of the existing PM's performance and offers insights for enhancing the current PM practices.

The choice of interviews over focus groups was made to provide the researcher with greater control over the questioning process and to gain a deeper understanding of each interviewee's individual perspective and experiences. Face-to-face interviews were conducted with a total of 8 participants, who were divided into 4 groups: Board, Project Team, MSE, and Consumer. This approach allowed for tailored questions that addressed both general and specific aspects of project management challenges and opportunities. General questions were designed to establish a shared understanding of the current project management landscape and identify overarching themes and issues. On the other hand, specific questions were customized to each group, allowing for a more in-depth exploration of their unique perspectives and roles. By adopting this interview structure, the research aimed to gather comprehensive insights from diverse groups, while also acknowledging their specific expertise and viewpoints.

The research method chosen for this research, which utilizes qualitative research data obtained from interviews, is coding analysis. Coding analysis [2] is a widely used and effective technique for organizing, categorizing, and interpreting qualitative data. It involves systematically assigning labels or codes to segments of data based on their content or meaning, allowing for the identification of patterns, themes, and relationships within the data[8].By using coding analysis [2],the researcher can find major respondents' feedback, as indicated by the higher number (X) and the frequency of its repetition, represented by the Y number. But it is worth noting that the focus here is on the total count of respondents who mentioned the keyword rather than the frequency of its repetition. By considering the responses of more than five interviewees who mentioned a specific keyword, the researcher aims to ensure that the identified theme is robust and reliable, demonstrating a sufficient level of saturation.[8]

IV. FINDING

The research findings reveal intriguing insights into the preferences and concerns of the interviewees. It was observed that a significant number of participants emphasized specific categories, as indicated by the highlighted yellow regions on the research findings map. These distinct categories have emerged as key focal points for further exploration and analysis within the main findings of the research.

Table 1 Root cause table mapping

No	Constructs	Remarks & Description	Problem Root Cause
1	Lack Of Communication	Mentioned 21 times from 8 out of the 8 interviewees. Describes as the lack of communication within the organization	Yes
2	Marketing Brief	Mentioned a total of 10 times by 5 out of 8 interviewees. Describe as indicating that the existing marketing brief lacks a well-defined structure	Yes
3	Lack of SOP	Mentioned a total of 24 times by 6 out of 8 interviewees. Defined as lack of standard operating procedure.	Yes
4	Existing monitoring Tool	Mentioned total 8 times by 6 out of 8 interviewees. Defined as existing project monitoring tool condition	Yes
5	Improved System	Mentioned total 10 times by 5 out of 8 interviewees. . Described as existing efforts to improve the current system in place to enhance project management at Sejahtera Land	Yes

After analysing which one is answering root cause problem, the researcher got five constructs: Lack of Communication, Marketing Brief, Lack of Standard Operating Procedure, Improving Project Monitoring tool, and Improving Project System.

Lack Of Communication

Analysing the summary of the interview results, the lack of communication within the project management process in the property industry poses various challenges. The issues highlighted include a lack of clarity in communicating responsibilities and processes between departments, communication gaps between marketing departments and other teams, and a lack of awareness among contractors and external parties about internal systems and processes. These deficiencies result in delays, misunderstandings, and missed opportunities.

To tackle those issued there are some recommendations:

- Establish a Communication Plan: Develop a comprehensive communication plan that identifies stakeholders, their communication requirements, and the most suitable communication channels and methods for effective information exchange [7]
- Foster Collaboration: Promote cross-functional collaboration and regular communication between departments, teams, and external stakeholders to improve clarity, align goals, and enhance customer engagement [7]
- Improve Stakeholder Engagement: Engage stakeholders actively throughout the project life cycle, seeking their input, addressing their concerns, and keeping them informed about project progress [7]
- Enhance Internal Communication: Implement regular communication channels and protocols between marketing departments and other teams to ensure the delivery of promises and effective dissemination of information.
- Provide Clear Guidelines: Educate contractors and external parties about internal systems and processes, ensuring they have the necessary knowledge to collaborate effectively.
- Tailor Messages and Mediums: Customize communication messages to suit the audience and select appropriate communication mediums based on the message content and receiver's preferences [6]
- Encourage Feedback and Active Listening: Create an open and inclusive communication environment that promotes feedback, active listening, and the prompt resolution of misunderstandings or concerns [6].

Marketing Brief

The analysis of the interview findings reveals significant concerns about the lack of a well-defined structure for the marketing brief process in the initiating phase of the property industry. Respondents identified several key issues, including the absence of a clear marketing brief, lack of standardization, doubts about data validity, and the subsequent impact on other departments.

To address this concern, it is crucial to develop a robust marketing brief that provides a clear and comprehensive overview of the project. The marketing brief should precisely define the objectives, target audience, messaging, and desired outcomes, serving as a roadmap for the marketing teams. A well-defined marketing brief brings clarity and direction, enabling effective planning and execution. It ensures everyone is aligned and working towards a common goal, reducing misunderstandings, and conflicting interpretations among team members. Also, by implementing a consistent framework, organizations ensure that all essential elements are included in the briefs, and information is presented in a clear and structured manner. This promotes efficiency, clarity, and consistency across projects, enabling teams to work more effectively and avoid unnecessary rework.

SOP

The analysis of the interview results brings attention to a significant issue within the property industry, specifically the absence of Standard Operating Procedures (SOPs) in two critical areas: data input and storage, and monitoring processes. These deficiencies have implications for the efficiency, accuracy, and overall success of projects.

The lack of well-defined rules and procedures for timely data input can have significant repercussions on data management and overall project efficiency within the property industry. The absence of standardized guidelines leads to confusion, delays, and inconsistencies in data input practices, which in turn hampers effective data analysis and process improvement efforts. This issue has a widespread impact across multiple departments.

Moreover, the absence of well-documented monitoring procedures can significantly impact project efficiency and collaboration. The lack of clear guidelines for monitoring progress gives rise to inefficiencies, redundant efforts, and a lack of clarity in project timelines. When monitoring procedures are not established, tracking project milestones, and ensuring their timely completion becomes a daunting task. This lack of visibility can lead to delays and missed deadlines, potentially resulting in cost overruns and customer dissatisfaction.

To address above issue as stated on PMBOK, PDCA team can begin by develop a comprehensive Monitoring Plan that outlines the activities, responsibilities, and timelines for monitoring progress[7]. This plan should specify the frequency and methods of data collection, analysis, and reporting. It serves as a roadmap for the monitoring process, ensuring that all necessary steps are followed, and stakeholders are aware of their roles and responsibilities.

Implement a robust performance reporting system that captures monitoring data and presents it in a concise and visually appealing format. This may involve the creation of templates or dashboards that provide stakeholders with a clear overview of the project status, allowing them to identify trends and make informed decisions based on the data.

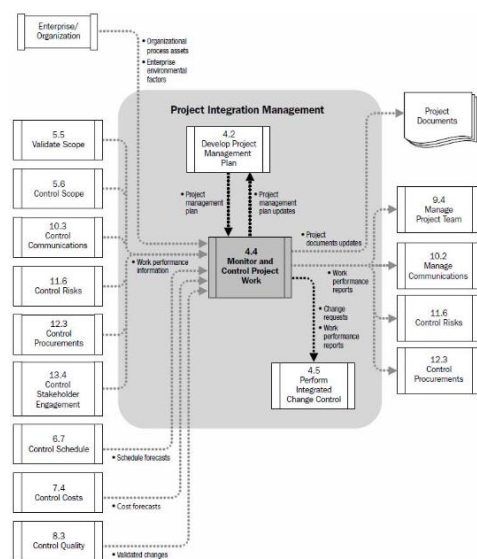


Figure 3 A diagram of a project management process
Source: PMBOK guide 6th editions

To ensure effective communication, develop a Communication Plan [7] that outlines protocols for sharing monitoring results with relevant stakeholders. This plan should define the appropriate frequency and channels for communication, ensuring that the right information reaches the right people at the right time. Effective communication promotes transparency and keeps stakeholders informed about the project's progress.

Schedule regular progress review meetings or checkpoints to discuss the monitoring results, address any issues or risks, and make necessary adjustments. These meetings should involve relevant stakeholders from different departments, fostering collaboration and ensuring that everyone is aligned with the project's progress. Regular reviews help identify areas for improvement and enable timely interventions to keep the project on track.

By incorporating these recommendations into the project management practices, organizations in the property industry can establish robust SOPs for data input and storage, as well as monitoring processes. These SOPs will promote

consistency, improve efficiency, and enhance communication and collaboration among departments, leading to more successful project outcomes.

V. CONCLUSION and RECOMENDATION

After conducting a comprehensive analysis and discussion of the major findings from the first and second literature reviews, as well as considering the aspirations expressed by the respondents, the proposed business solution effectively addresses the research question as shown below:

Research question 1

- What are project management challenges and opportunities faced by Sejahtera Land in the development of their housing project?

There are 3 major challenges and 2 opportunities faced by Sejahtera Land in current condition as stated in the list below:

- Challenges
 - Lack Of Communication between Department especially with Marketing and Sales Department.
 - The existing Marketing Brief lacks a well-defined structure during the initiating phase.
 - Lack of Standard Operating Procedures (SOPs) within the organization, specifically regarding data input and storage, as well as monitoring processes.
- Opportunities
 - The existing monitoring tool is already sufficient but can be improved.
 - There are some improvements already done by team such us Improved customer journey by marketing team, Construction Flow Chart by PDCA team, Technical Competency Assessment (TCA) by HC team, and creation of an inspection checklist by Design Team.

Research question 2

- How can they improve their project management practices ensuring timely delivery, high-quality outcomes, and customer satisfaction?
 - Establish communication plan to improve Current Communication Process
 - Defining well-structured Marketing Brief
 - Establish SOP for Data Input and Storage, and Monitoring Processes

There are 3 major challenges that Sejahtera Land faced from research question. But because the research suggests more than one recommendation, there must be a different level of importance among the recommendations. These recommendations are considered to have the greatest potential for enhancing project management practices without imposing significant burdens on the company.

The priority of the recommendation is:

Defining well-structured Marketing Brief

This recommendation is given the highest priority due to the significant impact it has on multiple departments and project efficiency. A well-defined marketing brief sets clear expectations, ensures accurate and standardized information, and reduces rework. By addressing this issue, teams will have a clear understanding of project requirements, resulting in improved coordination, reduced delays, and enhanced customer satisfaction.

Establish SOP for Data Input and Storage, and Monitoring Processes

This recommendation is crucial for streamlining processes and improving data management. Implementing Standard Operating Procedures (SOPs) for data input, storage, and monitoring ensures consistency, efficiency, and accuracy. Clear rules for data entry will reduce confusion and delays, while documented monitoring procedures will provide clarity in project timelines, minimize duplicated work, and enhance collaboration between departments.

Establish communication plan to improve Current Communication Process

While communication is a fundamental aspect of project management, it is placed as the third priority in this case. Improving communication practices, both internally and externally, will address issues such as delays, misunderstandings, and missed opportunities. By enhancing clarity, responsibility sharing, and engagement with customers, teams can work more effectively and efficiently towards project goals.

Improving Monitoring Tools and Maintain the newly created program from each department.

Though improving monitoring tools is important, it is placed as the fourth priority due to its reliance on the previous recommendations. Once the marketing brief is well-defined and SOPs are in place, the effectiveness of monitoring tools will be enhanced. Upgrading tools and platforms will improve data synchronization, user experience, and automation, leading to better tracking of timelines and tasks.

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