

THE INFLUENCE OF STAKEHOLDERS MANAGEMENT ON TRUST IN CONSTRUCTION PROJECTS

Buddewi Sukindrawati^{1,*}, Rio Ade Tri Qusnan¹

¹*Department of Civil Engineering, Universitas Janabadra Yogyakarta
Jl. Tentara Rakyat Mataram 55-57, Yogyakarta
E-mail: buddewi_sukindrawati@janabadra.ac.id*

How to cite : B. Sukindrawati and R. A. T. Qusnan, "The Influence of Stakeholders Management on Trust in Construction Projects", *Kurvatek*, vol. 10, no. 1, pp. 9-14, April 2025. doi: [10.33579/krvt.v10i1.5521](https://doi.org/10.33579/krvt.v10i1.5521) [Online].

Abstrak— Stakeholders are groups or individuals who can influence or be influenced by the achievement of organizational goals. Stakeholder management is identified as the process by which the project team manages stakeholder needs and ensures their goals are achieved. The purpose of this study is to examine factors that influence stakeholder management on trust in construction projects that have an impact on project success. The research method used is a quantitative method with a total of 124 respondents in contracting companies in the Yogyakarta Special Region. The analytical method used is multiple linear regression analysis with the help of a computer program data processing tool SPSS 25.0.. The results of the research on the factors that influence stakeholder management on trust in construction projects are prescriptive stakeholders management (X1), intuitive trust (X2), competence trust (X4), honesty (X5), integrity trust (X3), and communication (X6). The result of the analysis states that the most dominant variable which significantly influences the prescriptive stakeholder management (X1), hence it is important for stakeholders mapping, identification, classification, and monitoring from the start of the project.

Keywords: Stakeholder management, Trust, Project management.

I. INTRODUCTION

Stakeholders are individuals, groups or institutions with a personal interest in the project, and who can influence the outcome [1]. Stakeholder management is identified as the process by which the project team manages stakeholder needs, identifies them, closes agreements with them, collects their expectations, and ensures their goals are achieved (Rajablu, M., Marthandan, G., Fadzilah, W., & Yusoff, 2015). Stakeholders will have a positive or negative impact on the project, therefore managers must approach stakeholders from the beginning of the project in order to achieve project objectives.

The achievement of project objectives will result in the success of a project if stakeholders are properly involved in the project. Many projects fail to achieve their goals due to weaknesses in stakeholder management [3]. Indicators of cost accuracy, timeliness and quality of related party agreements are not sufficient to ensure the project is successful. Proper management and stakeholder involvement should be an important part of any project management plan [4].

Human resources are the resources that have the biggest role because every part of construction activities or the use of other resources will always be controlled by humans [5]. Managing stakeholders is essential for project managers, where project managers must be able to consider the needs, needs, and expectations of stakeholders (Aaltonen, Jaako, & Tuomas, 2008). With the increasing impact caused by stakeholders, the project manager can meet the expectations of all relevant stakeholders (Mallak et al., 1991; and Savindo et al., 1992) in [7].

A large body of literature shows the importance of trust as a positive relationship among project stakeholders. According to (Rousseau et al, 1998) in [8] trust is a psychological part consisting of a state of resignation to accept shortcomings based on positive expectations from the intentions or behavior of others. Trust is said to improve relations between organizations among the main actors in project development such as contractors, owners, and suppliers [9]. Thus trust has an important role as a lubricant in stakeholder relations and project management [3]. This study emphasizes the factors that influence trust in the stakeholders in the project.

The purpose of this study is to examine the factors that influence stakeholder management on trust in construction projects. So that in the future this research can be proven empirically and statistically with quantitative research methods.

A. Formulation of the Problem

Based on the above background, the formulation of the problem for this research is as follows:

1. What factors influence stakeholder management on trust in construction projects.
2. What factors have the most dominant influence on stakeholder management on trust in construction projects.

B. Research Purposes

The aim of this research is:

1. Knowing the factors that influence stakeholder management on trust in construction projects.
2. Knowing the most dominant factors influencing stakeholder management on trust in construction projects.

C. Scope of Problem

Due to the wide scope of the problem, the writer's problem limitation is focused on:

1. Respondents of this study were conducted on contractors and consultants engaged in construction services, especially in the Special Region of Yogyakarta.
2. The research method used in this research is quantitative method with Multiple Linear Regression Analysis test with the help of SPSS 25.0 program.

D. Benefits of Research

The benefits in this research are as follows:

1. Contracting and consulting company engaged in construction services.
2. Students gain useful experience and knowledge about the importance of factors that influence stakeholder management on trust in construction projects.
3. For those who need it.

II. METHODS

Research Stages

The stages of the research can be seen in Figure 1. below:

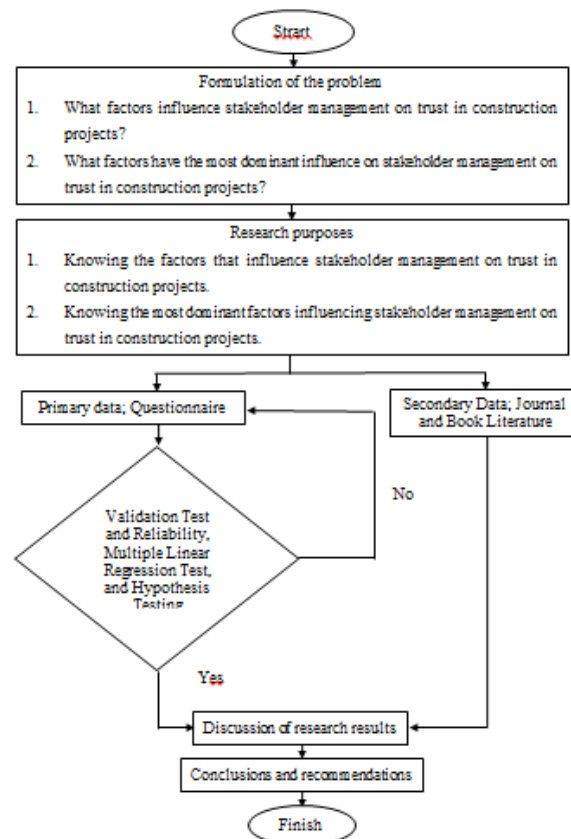


Figure 1. Flowcart of the study

III. RESULTS AND DISCUSSION

The results of the research and discussion are obtained from the results of survey data from respondents, namely construction companies located in the Special Region of Yogyakarta. The questionnaires were randomly distributed offline and online with a total of 124 respondents. The data was processed with the help of the SPSS computer program.

A. Validity Test

The purpose of the validity test is to see the correlation between each construct and the total construct. Validity testing is carried out based on item analysis, which is to correlate the score of each item with the variable score (the sum of each question score). The criteria are said to be valid if the Pearson correlation value is more than 0.300 [10].

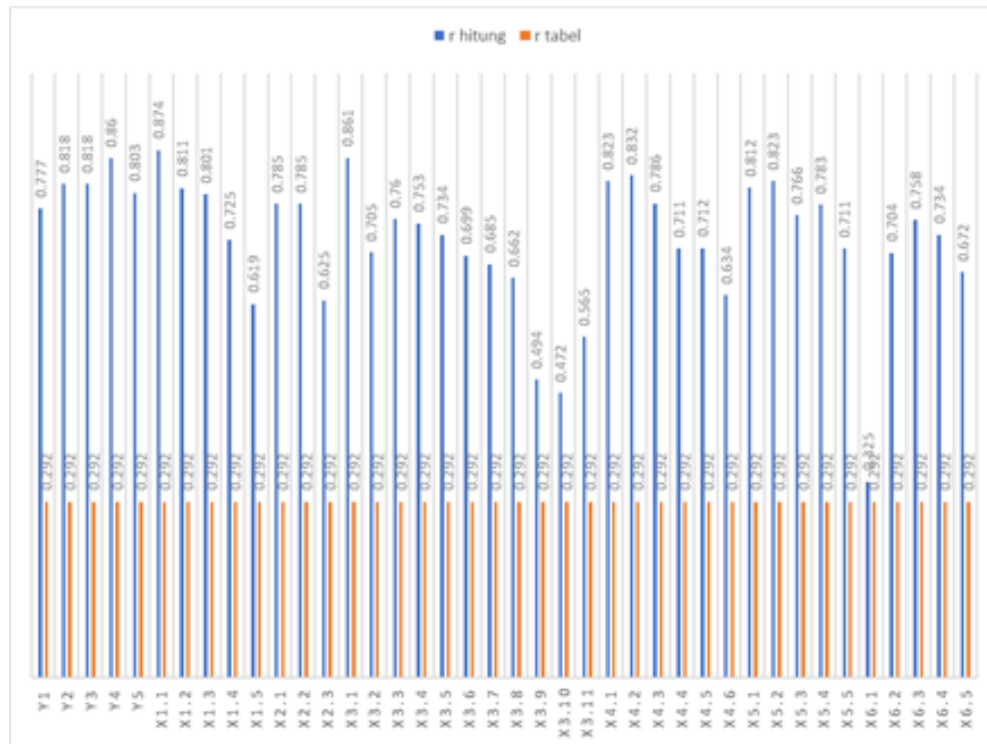


Figure 2. Validity Test Results

From the results of the validity of the dependent and independent variables, correlation values were obtained for each indicator. The value of each indicator is more than 0.300, meaning that the validity of the dependent and independent variables in this study is fulfilled.

B. Test Reliability

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon [11]. According to [10] states that the instrument can be said to be reliable (reliable) if it has a reliability coefficient or alpha of 0.6 or more.

Table 1. Reliability Test Results

No	Variable	Cronbach' Alpha	N of Items	Information
Y	Stakeholder Management	0.871	5	Reliable
X1	Stakeholders are Decisive	0.802	5	Reliable
X2	Intuitive Trust	0.663	3	Reliable
X3	Integrity Trust	0.861	11	Reliable
X4	Competency Trust	0.835	6	Reliable
X5	Honesty	0.849	5	Reliable
X6	Communication	0.683	5	Reliable

Based on Cronbach's alpha value, the value of each research variable is greater than 0.6. Thus it can be concluded that all variables are said to be reliable or reliable in this study.

C. Test Multiple Linear Regression

Table 2. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	0.093	0.450		-0.207	0.837		
X1	0.566	0.097	0.449	5.836	0.000	0.700	1,429
X2	0.278	0.087	0.274	3.208	0.002	0.569	1,758
X3	0.096	0.125	0.077	2.163	0.047	0.409	2,443
X4	0.163	0.121	0.128	2,356	0.038	0.467	2,143
X5	0.100	0.098	0.094	2.280	0.041	0.497	2010
X6	0.056	0.106	0.036	2.104	0.045	0.803	1,245

a. Dependent Variable : Y

Based on table 2. above, the coefficient value of each variable is obtained, thereby obtaining a regression model with a multiple linear formula as follows:

$$Y = 0.093 + 0.556 X1 + 0.278 X2 + 0.096 X3 + 0.163 X4 + 0.100 X5 + 0.053 X6$$

D. Hypothesis Testing

Hypothesis testing is used to test statements statistically and draw conclusions to accept or reject the statement. The purpose of hypothesis testing is to collect evidence in the form of data in determining the decision to accept or reject the truth of the statements or assumptions that have been made.

The hypothesis test in this study uses the F test (simultaneous) to show the effect of the independent variable and the partial test (t-count) to show the influence of the independent variable on the dependent variable.

1. F test

The F (Simultaneous) test basically shows how far the influence of the independent or independent variables simultaneously or in combination in explaining the variation of the dependent or dependent variable [12].

Table 3. F Value Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23,248	6	3,891	20,69	.000b
	Residual	22005	117	.188		
	Total	45.354	123			

a. Dependent Variable: Y

b. Predictors: (Constant), X6, X1, X5, X2, X4, X3

The results of the coefficient of determination test (R2) found the R2 value of 0.715 or 71.5%. It can be interpreted that the independent variable (X) has an influence on the dependent variable (Y) of 71.5%, while the remaining 28.5% is influenced by other variables that are not in this study.

2. Partial Test (t-count)

Partial t-count test was conducted to determine the effect of each independent variable (X) partially on the dependent variable (Y).

The level of significance used is 5% or 0.05 with a t-table of 1.97928. For the results of the t test from table 1. above obtained the following data:

1. Testing the X1 variable against Y, from table 5.2. above, the t-count value is 5.836 with a significance value of 0.000.
2. Testing the X2 variable against Y, from table 5.2. above, the t-count value is 3.208 with a significance value of 0.002
3. Testing the X3 variable against Y, from table 5.2. above, the t-count value is 2.164 with a significance value of 0.047.
4. Testing the X4 variable against Y, from table 5.2. above, the t-count value is 2,356 with a significance value of 0.038.
5. Testing the X5 variable against Y, from table 5.2. above, the t-count value is 2.280 with a significance value of 0.041.
6. Testing the X6 variable against Y, from table 5.23. above, the t-count value is 2.104 with a significance value of 0.045.

E. Determination of the Dominant Independent Variable

To determine the independent variable (X) which has the most dominant effect on the dependent variable (Y), it can be done by comparing the regression coefficients and significance probability values between one variable and another. The following is the order of the independent variables from largest to largest:

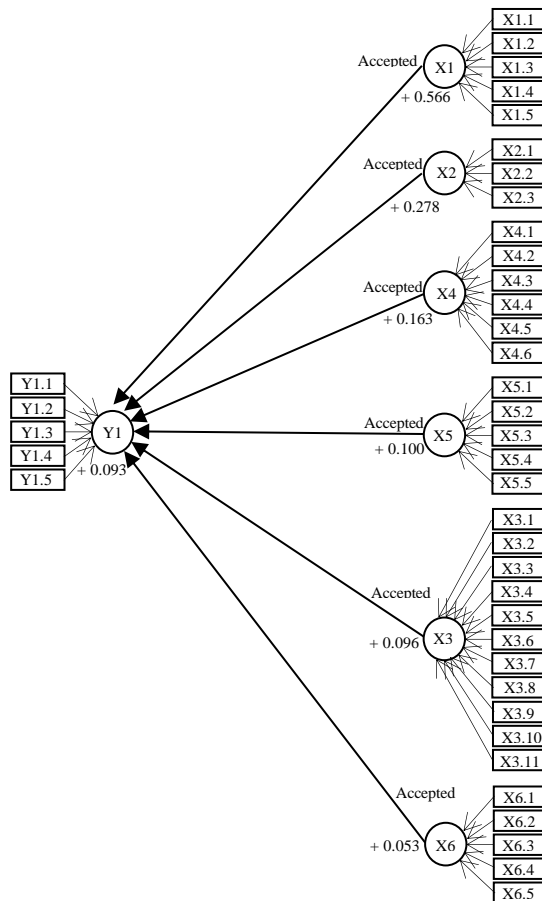


Figure 3. Order of Independent Variables From Most Influential

IV. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research conducted in the Special Region of Yogyakarta, it can be concluded as follows:

1. The results of the study stated that from six factors (independent variables) in terms of all tests based on the value of the coefficient results obtained all the trust factors that affect stakeholder management in construction projects, namely:
 - a. Stakeholders are decisive (X1) influencing stakeholder management with a regression coefficient value of 0.556, the better the stakeholder decision-making process, the better stakeholder management;
 - b. Intuitive trust (X2) affects stakeholder management with a regression coefficient of 0.278, the higher a person's level of caution, the better stakeholder management;
 - c. Integrity trust (X3) affects stakeholder management with a regression coefficient value of 0.096, the higher a person's level of integrity, the better stakeholder management;
 - d. Competence trust (X4) affects stakeholder management with a regression coefficient of 0.163, the higher a person's ability level, the better stakeholder management;
 - e. Honesty (X5) affects stakeholder management with a regression coefficient of 0.100, the higher a person's level of honesty, the better stakeholder management;

- f. Communication (X6) affects stakeholder management with a regression coefficient of 0.053, the higher the intensity level of a person in exchanging information, the better stakeholder management.
2. It can be concluded that the most dominant trust factor has an effect based on the largest regression coefficient value, namely the decisive stakeholder variable (X1) or stakeholder decision with a regression coefficient value of 0.556, so the project team is important to take actions such as mapping, identification, classification, and monitoring of stakeholders. interests from the outset of the project so that stakeholders are appropriately involved and result in the project objectives being achieved.

Suggestion

Suggestions for future research:

1. It is necessary to pay attention to the level of experience and age of the respondents, because as a benchmark that affects trust;
2. Examine the relationship and influence on broader variables such as leadership as well as on other research areas spread across every province in Indonesia;
3. Further research is needed on whether stakeholder impacts affect the quality of project outcomes;
4. Difficulty in finding respondents because many respondents did not respond to responses, for this reason it is better to distribute questionnaires online or offline or use other methods such as qualitative research methods.

REFERENCES

- [1] P. Littau, N. J. Jujagiri and G. Adlbrecht, "25 Years of Stakeholder Theory in Project Management Literature (1984-2009)", *Project Management Journal*, vol. 41, no. 4, pp. 17-29, 2010. doi: <https://doi.org/10.1002/pmj.20195>
- [2] M. Rajablu, G. Marthandan, and W. F. W. Yusoff, "Managing for Stakeholders: The Role of Stakeholder-Based Management in Project Success", *Asian Social Science*, vol. 11, no. 3, pp. 111–125, 2014. doi: <https://doi.org/10.5539/ass.v11n3p111>
- [3] H. Aladpoosh, A. M. Shaharoun, and M. Z. b. M. Saman, "Critical Features For Project Stakeholder Management", *International Journal of Applied Systemic Studies*, vol. 4, no. 3, pp. 150–167, December 2012. doi: <https://doi.org/10.1504/IJASS.2012.051130>
- [4] A. Heravi, V. Coffey, and B. Trugunasyah, "Evaluating the Level of Stakeholder Invoment During the Project Planning Processes of Building Projects", *International Journal of Project Management*, vol. 33, no. 5, pp. 985-997, July 2015. doi: <https://doi.org/10.1016/j.ijproman.2014.12.007>
- [5] Sahadi, *Performance and Commitment of a Human Resources Research Manager*. Yogyakarta: Teknosain, 2018.
- [6] K. Aaltonen, "Project Stakeholder Analys as an Enviromental Interpretation Process", *International Journal of Project Management*, vol. 29, no 2, pp. 165-183, February 2011. doi: <https://doi.org/10.1016/j.ijproman.2010.02.001>
- [7] N. H. Nguyen, M. Skitmore, and J. K. W. Wong, "Stakeholder Impact Analysis of Infrastructure Project Management in Developing Countries: A Study of Perception of Project Managers in State-Owned Engineering Firms in Vietnam", *Construction Management and Economics*, vol. 27, no. 11, December 2009. doi: <https://doi.org/10.1080/01446190903280468>
- [8] Y. Ning, "Combining Formal Controls and Trust to Improve Dwelling Fit-Out Project Performance : A Configuration Analys", *International Journal of Project Management*, vol. 35, no. 7, pp. 1238-1252, October 2017. doi: <https://doi.org/10.1016/j.ijproman.2017.06.002>
- [9] J. K. Pinto, D. P. Slevin, and B. English, "Trust in Projects: An Empirical Assessment of Owner/Contractor Relationships", *International Journal of Project Management*, vol. 27, no. 6, pp. 638-648, August 2009. doi: <https://doi.org/10.1016/j.ijproman.2008.09.010>
- [10] S. Arikunto, *Research procedure A Practical Approach*. Yogyakarta: Central Bureau of Statistics of the Special Region of Yogyakarta, 2006.
- [11] M. Singarimbun, *Survey Research methods (S. effendi,Ed.)*. Jakarta: LP3ES, 1989.
- [12] I. Ghozali, *Multivariate Analys Application With IBM SPSS 21 Up Date PLS Regression Program*. Semarang: Dinponegoro University Publishing Agency, 2013.



©2025. This article is an open access article distributed under the terms and conditions of the [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).