ANALYSIS OF CONTRACTOR PERFORMANCE ON STAKEHOLDER SATISFACTION IN CONSTRUCTION EXPENDITURE PROJECTS REHABILITATION OF MALANG CITY USING THE PLS METHOD

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ABSTRACT

KEYWORDS

Quality Management, Environmental Management, Safety & Health Management, Stakeholder Satisfaction

Contractors have a major role in the implementation of development projects. Therefore, it is necessary to evaluate the contractor's performance by related Stakeholders regarding the results and work processes carried out in order to meet Stakeholder satisfaction . This study aims to find the influence of contractor performance factors in the form of Quality Management, Environmental Management and Safety & Health Management on Stakeholder Satisfaction in the Malang City Rehabilitation Construction Expenditure Project. This research is a quantitative research with data collection methods in the form of interviews and questionnaires. The population of this research is Stakeholders in the Malang City Rehabilitation Construction Expenditure Project with a total sample of 45 people. The research data analysis technique uses the PLS SEM method. Research proves that Quality Management has no significant effect on Stakeholder satisfaction, while Environmental and Safety & Health management has a significant effect on Stakeholder satisfaction.

INTRODUCTION

A contractor is a person or entity that accepts work and carries out work according to a predetermined fee based on a drawing plan and regulations and predetermined conditions (Ervianto, 2015). In every construction project, contractors are required to carry out work effectively and efficiently and with high quality . There is a crucial role of the Contractor in carrying out the work , *Stakeholders* need to periodically evaluate the contractor's performance.

A project is defined as a series of unique activities that are interrelated to achieve a certain result and are carried out within a certain period of time (Ihwanudin, 2017). Projects are activities carried out with certain sequences that are logically predetermined and completed within the allotted time to meet performance standards (Andardi, 2021). The project is temporary where if the project development goals have been achieved then the project will be stopped.

Performance evaluation is a *performance appraisal* , a process used by leaders to determine whether an employee is doing his job in accordance with his duties and responsibilities (Mangkunegara, 2012) . Performance evaluation is a method and process of assessing the implementation of the duties of members of a company or organization according to established performance standards or goals (Hermawan et al., 2020). The purpose of performance evaluation is to provide an assessment of the results and work

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processes carried out by the contractor so that it can be determined whether the work has been carried out in accordance with established standards or not .

Contractor performance is the result of work in quality and quantity achieved by the contractor, in carrying out his duties in accordance with the responsibilities given to him (Tumelap, 2014; Ruci & Wita, 2019). The achievement of project performance according to plan can increase *Stakeholder* satisfaction . Good construction project performance can produce quality project products.

Satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance of the product that is thought of against the expected performance. While *Stakeholders* are every group inside or outside the company that has a role in determining the success of a company. So the notion of *Stakeholder* Satisfaction is the level of group or individual satisfaction as measured by comparing the results obtained with the objectives of a plan, which is also influenced by the point of view of each *Stakeholder* (Trisnawati et al., 2018).

There are several factors that affect *Stakeholder Satisfaction,* namely the implementation of Quality management, good Environment and Safety & Health will cause Project Performance to be carried out well too. According to Trisnawati et al., (2018) Performance can be measured based on several indicators including: cost, quality, time, environmental management and OSH management, but in this study 3 indicators were used, namely Quality Management, Environmental Management and OSH Management. Quality Management is a management system that promotes something as a business *strategy* that is oriented towards customer satisfaction by involving customers and all members of the organization (Karyawati, 2013) . While Environmental Management is a comprehensive activity that includes the implementation of activities, observation of activities/monitoring to prevent pollution of water, soil, air and habitat and biodiversity conservation. Meanwhile, Occupational Safety and Health Management is an activity that is part of the management system in a particular company or organization with the aim of implementing Safety & Health (Saputro, 2022) .

Stakeholder dissatisfaction with the implementation of a project has made this research process even more important to carry out. *Stakeholder* dissatisfaction that occurs will hinder the acceptance of work or the next project from the same *stakeholder* or not for the contractor. Then researchers will conduct research to analyze the performance factors of contractors that affect *stakeholder satisfaction* . The research will use *Structural Equation Modeling* analysis with the *Partial Least Square method* .

LITERATURE REVIEW
Project

Projects are activities carried out with certain sequences that are logically predetermined and completed within the allotted time to meet performance standards (Andardi, 2021) . A project is an activity carried out to achieve certain goals and objectives, which in the process are limited by the time and resources required and certain other requirements. According to Dimyati & Nurjamanuddin (2014) , there are several similarities or characteristics of a project, including: 1) Setting goals, 2) A defined life span from start to finish , 3) Involving several departments and professionals, 4) Doing something that has not been been done before and 5) Time, cost and specific needs . In addition, according to Malik (2010) , the characteristics of a project are 1) One cycle system , 2) It is dynamic, 3) There is only one activity without repetition for similar activities, 4) Limited by time, cost, and certain quality, 5) Has many interrelated activities

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, 6) Involves a wide variety of resources, expertise, skills, and technology and 7) Influenced by environmental factors .

Contractors

The contractor is a component of the project team that accepts and at the same time carries out the implementation of construction work in accordance with the budget provided and the predetermined time schedule as well as the technical requirements required in the specifications (Azis et al., 2016) . A contractor is defined as a service provider for individuals or business entities who are declared experts, professionals in the field of construction services, who are able to carry out their activities to realize a planning result into a building form or other physical form and are bound by a contract to complete the construction work. In general, contractors are people whose work is bound by a contract where their services are to help those who do not have enough time to build a construction project.

Contractor Project Performance

Contractor performance is the result of work in quality and quantity achieved by the contractor, in carrying out his duties in accordance with the responsibilities given to him (Tumelap, 2014; Ruci & Wita, 2019). According to Hamdi, (2012) , *Project Performance* is how the project works by comparing the actual work results with the estimated working methods in the work contract agreed upon by the owner and the implementing contractor . Contractor performance is a result of work achieved by the contractor in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. According to Trisnawati et al., (2018) , performance can be measured based on several indicators including 1) Cost, 2) Quality, 3) Time, 4) Environmental management and 5) Safety & Health Management .

Quality Management

Quality Management is a management system that adopts something as a business strategy that is oriented to customer satisfaction by involving customers and all members of the organization (Karyawati, 2013) . Quality management is an action taken to maintain the level of quality desired by the company. This action includes a series of other activities such as determining quality standards, necessary regulations, and other aspects that can determine the quality of products or services. The quality management standard commonly used is the ISO 9001:2015 Quality Management System. Project *quality management consists of* : 1) Quality *Planning* , Quality *Assurance* and Quality Control.

Environmental Management

Environmental Management is an action taken to manage the surrounding environment so that it can be sustainable. Environmental management are aspects of the overall management function that determine and lead to the implementation of environmental policies (Assa, 2021) . According to ISO 14001:2015 in Amaeci, (2021) , an Environmental Management System (EMS) is a tool for managing the impact of an organization's activities on the environment. This provides a structured approach to planning and implementing environmental protection measures. An environmental management system is a systems used by companies to manage the environment.

Management of Occupational Safety and Health

Occupational Safety and Health Management is an effort made to create a safe and healthy work process that protects workers, companies, the environment and the surrounding community from work accidents. The role of OSH management is to prevent and reduce the risk of industrial accidents (Trisnawati et al., 2018) . The implementation

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of OSH management should not be considered as an activity that costs a lot of money, but OSH management is an activity that can provide long-term benefits for the company. According to Rachmawati in Fajri et al., (2017) "Occupational safety and health as an effort to prevent and eradicate disease and1 work-related accidents, maintain and improve the health and nutrition of workers, care for and enhance efficiency and power of Job Satisfaction Human labor employees, eradication of work fatigue, multiplier the excitement and enjoyment of work. The environmental management standard that is commonly used is the ISO 45001:2018 Management System.

Performance Evaluation

Performance appraisal is an attempt to identify, measure and manage the work performed by employees (HR) in an organizational/company environment (Nawawi, 2011:236) . According to Simanjuntak (2005) , performance appraisal is a method and process of assessing the performance of a person or group of people or a work unit within a company or organization against predetermined performance criteria or objectives. Performance appraisal is the process of evaluating employee job performance according to a set of criteria and then communicating with them (Mathis & Jackson, 2009) .

2.7 *Stakeholder* Satisfaction

Satisfaction is the level of one's feelings after comparing perceived performance or results compared to expectations (Tjiptono, 2016: 312) . Meanwhile *Stakeholders* are every group inside or outside the company that has a role in determining the success of a company. *Stakeholder* satisfaction is the level of group or individual satisfaction that is measured by comparing the results that have been obtained with the objectives of a plan, which is also influenced by the point of view of each *stakeholder* (Trisnawati et al., 2018). *Stakeholder* satisfaction is the key in creating loyalty and sustainability of cooperation. *Stakeholder* satisfaction assessment is the suitability of attitudes and competencies owned, mastered, and understood by workers (Bahri & Sada, 2019) . Meanwhile, according to Armiady, (2015) *Stakeholder* satisfaction is the feelings of pleasure or disappointment of *Stakeholders* as a result of a comparison between perceived and expected performance quality.

Influence Relationship Between Variables

Influence of Quality Management on *Stakeholder Decisions*

Study Sahlan, (2017) explains that service quality must be maintained and even improved by collaborating with other institutions or institutions that can provide training in the form of quality services so that stakeholder satisfaction increases. So it can be interpreted that the better the contractor's performance in quality management, the higher the stakeholder satisfaction. Through quality management, stakeholders can evaluate the process and results of work carried out by contractors against predetermined quality standards.

**The Influence of Environmental Management on *Stakeholder* Decisions**

Study Trisnawati et al., (2018) explained that environmental management has a positive impact on stakeholder satisfaction. This means that when environmental management performance increases, stakeholder satisfaction also increases. With the implementation of environmental management, stakeholders can assess how the construction process and results are carried out in accordance with existing environmental quality standards. It is a measure to comply with environmental laws and regulations and a way for companies to support sustainable natural development.

Influence of OSH Management on *Stakeholder Decisions*

Findings of Trisnawati et al., (2018) shows that OSH management has a positive impact on stakeholder satisfaction. This means that by improving the performance of Safety & Health management, stakeholder satisfaction will also increase. The existence of Safety & Health management is a preventive work to prevent accidents and other losses in the workplace. Safety & Health management that is carried out properly can provide assurance to stakeholders that the work carried out does not cause casualties and is in accordance with existing safety standards.

Research Model

Based on the background that has been described and the literature review, a research model can be created to demonstrate a research mindset. The following is the research model in this study:
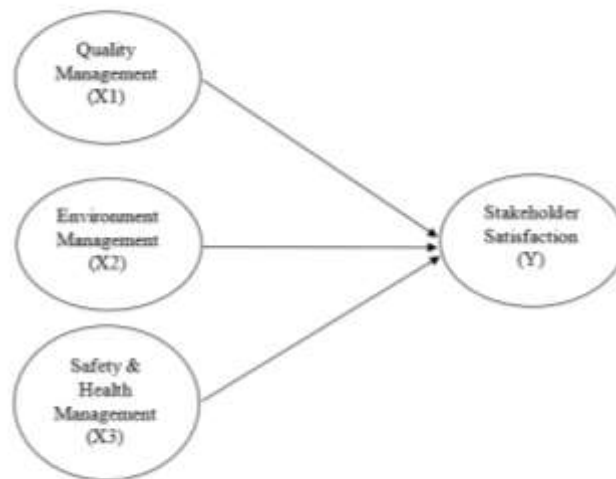
Figure 1
Research Model

RESEARCH METHOD

This type of research uses a quantitative approach to the interview method. The quantitative method is used because it is in accordance with scientific principles, namely specific, objective, structured and systematic through a questionnaire (Sugiyono, 2019: 7) . The population of this research is the Construction *Stakeholders* in the Malang City Rehabilitation Construction Expenditures project totaling 48 people. While the number of samples used in this study is the entire population, namely as many as 48 people . The variables used in the study consist of two, namely: 1) Independent Variables, consisting of Quality Management, Environmental Management and Safety & Health Management and 2) Dependent Variable, namely *Stakeholder Satisfaction* .

Quality Management variable indicators are 1) Quality Planning (*Quality Planning*), 2) Quality Assurance (*Quality Assurance*) and 3) Quality Control / quality (*Quality Control*). Environmental Management variable indicators are 1) Lighting in the workplace, 2) Temperature in the workplace, 3) Humidity, 4) Air circulation in the workplace, 5) Noise in the workplace, 6) Mechanical vibration, 7) Color layout in the

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workplace work, 8) Safety at work, 9) Relations between superiors and subordinates and 10) Relationships among colleagues . Safety & Health Management indicators include 1) Health financing, 2) Health services, 3) Equipment, 4) Procedures, 5) Storage of goods, 6) Work authority and 7) Negligence . *Stakeholder* Satisfaction variable indicators are 1) Product Quality, 2) Service Quality, 3) Emotional, 4) Price and 5) Cost.

Research data analysis technique using *Structural Equation Modeling* (SEM) analysis is one of the techniques of multivariate analysis used to test theories about a set of indicators on a number of variables significantly. In this study, the SEM analysis used is *Partial Least Square* (PLS) with a calculation process that will be managed by the *Smart PLS application*. PLS is able to thoroughly analyze the relationship between the variables contained in this study. The software that researchers use is *SmartPLS 3.0.*

RESULTS AND DISCUSSION
SEM-PLS Testing
PLS-SEM testing is divided into 2 types of measurement, namely the *Inner* and *Outer Models.* The following tests each model, namely:
Outer Model Evaluation
Evaluation of the measurement model or measurement outer model aims to find out the relationship between latent variables and their indicators or the outer model is also defined to find out how each indicator relates to its latent variables (Fordian & Ramadiawati, 2020) . *The Outer Model* test is divided into 2 stages, namely the Validity Test and the Reliability Test.
1. Validity Testing
   In testing Validity divided into 2 types, namely Convergent Validity and Discriminant Validity. The following is a discussion of each validity test:
   a. Convergent Validity Testing
   Measuring the value of *convergent validity* can be seen from the correlation between the indicator score and the construct score (*loading factor*) with the criterion of a p-value if <0.05 is considered significant (Widianto & Aryanto, 2018) . The following are the results of convergent validity testing for each research indicator, namely:

Table 1
Outer Loading

Variable	Indicator	Original Sample (O)		P Values		Information
		Results	Parameter	Results	Parameter	
Quality Management (X1)	X1.1	0.823				
	X1.2	0.915	>0.6	0.000	< 0.05	Valid
	X1.3	0.786				
Environmental Management (X2)	X2.1	0.676				
	X2.2	0.890	>0.6	0.000	< 0.05	Valid
	X2.3	0.791				

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Variable	Indicator	Original Sample (O)		P Values		Information
		Results	Parameter	Results	Parameter	
	X2.4	0.770				
	X2.5	0.814				
	X2.6	0.763				
	X2.7	0.860				
	X2.8	0.827				
	X2.9	0.667				
	X2.10	0.805				
Safety & Health Management (X3)	X3.1	0.854				Valid
	X3.2	0.666				
	X3.3	0.875				
	X3.4	0.685	>0.6	0.000	< 0.05	
	X3.5	0.845				
	X3.6	0.865				
	X3.7	0.798				
Stakeholder Satisfaction (Y)	Y1	0.761				
	Y2	0.896				
	Y3	0.818	>0.6	0.000	< 0.05	Valid
	Y4	0.827				
	Y5	0.881				

(Source: Primary Data Processed, 2022)

Loading model indicators have an Original Sample (O) value greater than 0.60 and a p value smaller than 0.5, meaning that the construct is acceptable . The next step to evaluate convergent validity apart from being seen from the loading factor, can be seen from the *Average Variance Extracted* (AVE) value which is said to be valid if the value is more than 0.50.

Table 2
AVE Values

Variable	AVE	Parameter	Results
Quality Management (X1)	0.711	0.5	Valid

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Environmental Management (X2)	0.623
Safety & Health Management (X3)	0.644
Stakeholder Satisfaction (Y)	0.702

Source: Primary Data Processed (2022)

In the table above it can be seen that the AVE value of all variables has a value greater than 0.50, which means that the value is valid and meets the requirements for the AVE value.

b. Discriminant Validity Testing

Discriminant validity can be carried out in two stages, namely comparing the results of cross loading and looking at the results of AVE. In SmartPLS, cross loading is represented in cross validation. The indicator can be said to be valid if the results of the comparison of the variable loading values are the greatest compared to other variables.

Table 3
Cross Loading

Indicator	Quality management (X1)	Environmental Management (X2)	Safety & Health Management (X3)	*Stakeholder* Satisfaction (X4)
X1.1	0.823	0.708	0.662	0.670
X1.2	0.915	0.616	0.642	0.686
X1.3	0.786	0.433	0.434	0.489
X2.1	0.557	0.676	0.641	0.658
X2.2	0.574	0.890	0.697	0.682
X2.3	0.580	0.791	0.526	0.654
X2.4	0.483	0.770	0.525	0.542
X2.5	0.708	0.814	0.754	0.717
X2.6	0.380	0.763	0.590	0.658
X2.7	0.575	0.860	0.680	0.742
X2.8	0.547	0.827	0.642	0.692
X2.9	0.609	0.667	0.569	0.506

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Indicator	Quality management (X1)	Environmental Management (X2)	Safety & Health Management (X3)	*Stakeholder* Satisfaction (X4)
X2.10	0.727	0.805	0.725	0.579
X3.1	0.609	0.693	0.854	0.646
X3.2	0.472	0.483	0.666	0.470
X3.3	0.622	0.732	0.875	0.768
X3.4	0.585	0.668	0.685	0.616
X3.5	0.663	0.669	0.845	0.706
X3.6	0.470	0.680	0.865	0.692
X3.7	0.510	0.597	0.798	0.702
Y1	0.449	0.612	0.667	0.761
Y2	0.684	0.838	0.785	0.896
Y3	0.644	0.571	0.597	0.818
Y4	0.679	0.595	0.657	0.827
Y5	0.639	0.853	0.744	0.881

Source: Primary Data Processed (2022)

Based on the table above, it can be concluded that the correlation of latent variables with indicators is greater than the size of the latent variables. This shows that the latent construct in a block is better than other block sizes. In addition, the cross loading value in one variable is more than 0.50. This shows that the cross loading analysis does not have discriminant validity problems.

2. Reliability Testing

There are several tests in the Reliability test, namely the *Composite* Reliability Test and *Cronbach Alpha* . According to Ghozali (2016), a variable can be declared to meet composite reliability if it has a composite reliability value of > 0.6. In addition, a variable can be declared reliable or meets cronbach's alpha if it has a cronbach's alpha value > 0.7 (Ekawati, 2020) . The following are the results of the *Composite Reliability* and *Cronbach Alpha* tests, namely:

Table 4
Reliability Testing

Variable	Composite Reliability	Parameter	Cronbach Alpha	Parameter	Ket.

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Quality Management (X1)	0.880		0.797		
		0.6		0.7	Valid
Environmental Management (X2)	0.943		0.932		
Safety & Health Management (X3)	0.926		0.906		
		0.6		0.7	Valid
Stakeholder Satisfaction (Y)	0.922		0.894		

Source: Primary Data Processed (2022)

Based on the table above, it can be seen that the calculation results on composite reliability and Cronbach Alpha for all constructs are worth the required parameters. This shows that respondents are consistent in answering questions, so it can be concluded that all constructs have a good level of reliability.

Evaluation of *the Inner Model*

inner model can be evaluated with the Coefficient of Determination R^2 (*RSquare*) and *Predictive Relevance* Q^2 (*Q-Square*). The following is a discussion of each test:

1. Coefficient of Determination (R-Square) R^2

There are 3 dependent variables that are influenced by other variables, namely *Stakeholder Satisfaction* (Y) which is influenced by Quality Management (X1), Environmental Management (X2), and Safety & Health Management (X3). Evaluation of *the Inner Model* begins by looking at the R-Square value. For endogenous latent variables in *the structural model* which has an R^2 of 0.75 indicating that the model is "strong", R^2 of 0.50 indicates that the model is "moderate", R^2 of 0.25 indicates that the model is "weak" (Ghozali , 2016) . The following are the results of the R Square test, namely:

Table 5
Value of R Square

	R Square
Stakeholder Satisfaction (Y)	0.789

Source: Primary Data Processed (2022)

The table above shows the R Square value of Stakeholder Satisfaction (Y) of 0.789 which means that the *Stakeholder Satisfaction Variable* can be influenced by the variables Quality Management (X1), Environmental Management (X2), and Safety & Health Management (X3) of 78.9%. While the percentage of 21.1% is influenced by other

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variables outside of this study. In addition, the *R-square value* above interprets the strong model relationship between the independent and dependent variables.

2. Predictive Relevance (Q Square) Q ^{2}

The next step in measuring the structural model is with Predictive Relevance (Q-Square) Q ^{2}. Predictive Relevance (Q-Square) Q ^{2} for structural models that measure how well the values produced by the model and also the parameter estimates. The model has predictive relevance if the Q Square value > 0, otherwise it shows the model has less predictive relevance if the Q-Square value ≤ 0. The value of Q ^{2} has the same meaning as R Square. The suitability *of the structural model* can be seen from Q ^{2}, as follows:

$$Q^2 = 1 - [(1 - 0.789)]$$

$$= 1 - [0.211]$$

$$= 0.789$$

The next evaluation in the *Inner Model* is to look at the PLS image model which shows the influence of the dependent and independent variables. PLS Drawing Models can show structural equations. Following Model Drawing PLS:
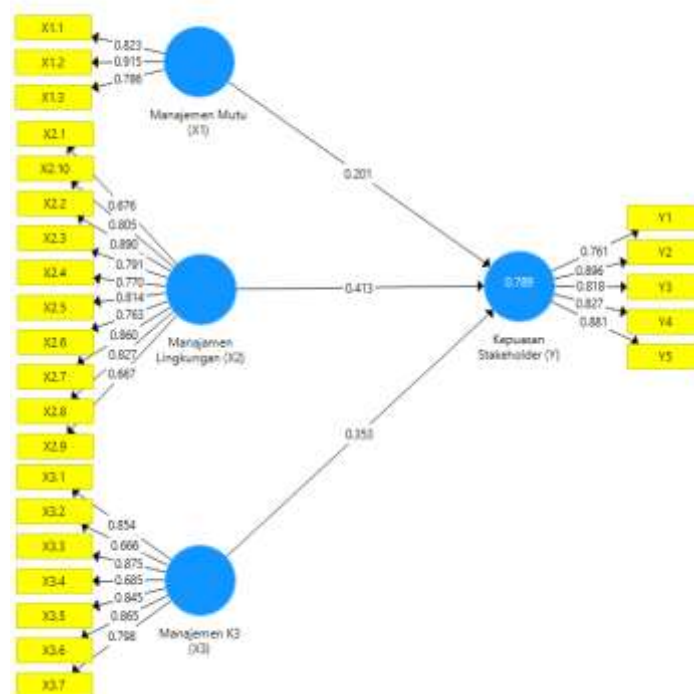
Figure 2
PLS Models

The PLS model above shows variables *Stakeholder* satisfaction is influenced by the variables Quality Management, Environmental Management and OSH Management which are described in the structural equation below.

$$Y = 0.201 \ X1 + 0.413 \ X2 + 0.353 \ X3$$

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3. Hypothesis Testing

After testing convergent validity, discriminant validity, and reliability, the next test is testing the hypothesis. The value of the path coefficient or inner model shows the level of significance in hypothesis testing, the significance test is carried out using the Bootstrapping method (Hudin & Riana, 2016) . According to Latan & Ghozali hypothesis testing is done by looking at the value of the T-statistics which uses a significance level of 95% (α = 0.05). The T-table value with a significance level of 95% is 1.96. The following are the results of Hypothesis Testing in Table below:

Table 6
Hypothesis Testing Results

Variable Relations	T Statistics (|O/STDEV|)	T Table	Information
Quality Management (X1) -> Stakeholder Satisfaction (Y)	1,661		Not significant
Environmental Management (X2) -> Stakeholder Satisfaction (Y)	3,265	1.96	Significant
Safety & Health Management (X3) -> Stakeholder Satisfaction (Y)	2,349		Significant

Source: PLS Appendix

Based on the results of hypothesis testing, the following results are obtained:
a. Quality Management is not has a significant influence on *Stakeholder* Satisfaction, because the statistical T value is 1.661 which means it is smaller than 1.96.
b. Environmental Management has a significant influence on *Stakeholder* Satisfaction, because the statistical T value is 3.265 , which is greater than 1.96.
c. Safety & Health Management has a significant influence on *Stakeholder* Satisfaction, because the statistical T value is 2.349 which is greater than 1.96.

Discussion
Effect of Quality Management on Stakeholder Satisfaction

Quality Management has a T -statistic value of 1.661 where the value is less than the T-table, namely 1.96. This shows that Quality Management has no significant influence on *Stakeholder Satisfaction* . Thus the first hypothesis reads Allegedly the Quality Management factor has a significant effect on *Stakeholder Satisfaction* not proven true. The results of this study support the results of Sahlan's research (2017) explaining that service quality must be maintained or even improved by efforts to establish cooperation with other institutions or agencies that can provide training in the form of excellent service so that *stakeholder satisfaction* can increase. This means that the better the Contractor's performance in quality management can increase *Stakeholder satisfaction*.

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The Effect of Environmental Management on Stakeholder Satisfaction

Environmental Management has a T-statistic value of 3.265 where the value exceeds the T-table value, namely 1.96. This shows that Environmental Management has a significant influence on *Stakeholder Satisfaction*. Thus the second hypothesis reads that it is suspected that Environmental Management factors have a significant effect on *Stakeholder Satisfaction,* proven to be true. The results of this study support the research results of Trisnawati et al., (2018) explaining that Environmental Management has a positive effect on *Stakeholder satisfaction* . This means that with increased performance on environmental management, *stakeholder satisfaction* will also increase.

Effect of Safety & Health Management on Stakeholder Satisfaction

Safety & Health management has a T-statistic value of 2.349 where the value exceeds the T-table value of 1.96. This shows that Safety & Health Management has a significant influence on *Stakeholder* Satisfaction. Thus the third hypothesis reads Allegedly Safety & Health Management factors have a significant effect on *Stakeholder Satisfaction* proven to be true. The results of this study support the research results of Trisnawati et al., (2018) explaining that Safety & Health management has a positive effect on *stakeholder satisfaction* . This means that by increasing the performance of Safety & Health management, *Stakeholder satisfaction* will also increase. The existence of Safety & Health management is a preventive effort to prevent work accidents and other losses that arise. Safety & Health management that is implemented properly can provide assurance for *Stakeholders* that the work carried out does not cause casualties and is in accordance with existing safety standards.

CONCLUSION

Based on the results of the research and discussion that has been carried out, the following conclusions can be obtained:

Quality Management is not has a significant influence on Stakeholder Satisfaction on the implementation of the Malang City Rehabilitation Construction Expenditures project with a T-statistic value of 1.661 which is less than the T-table of 1.96.

Environmental Management has a significant influence on Stakeholder Satisfaction. implementation of the Malang City Rehabilitation Construction Expenditure project with a T-Statistic value of 3.265 which exceeds the T-table value of 1.96

Safety & Health Management has a significant influence on Stakeholder Satisfaction in the implementation of the Malang City Rehabilitation Construction Expenditures project with a T-Statistic value of 2.349 which exceeds the T-table value of 1.96

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