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The Effect of 2025 Government Budget Efficiency Policy on Subcontractor Performance in Supporting Main Contractor Work Completion: Paspampres Headquarters Project

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Abstract: *This study aims to analyze the effect of the 2025 government budget efficiency policy on subcontractor performance in supporting the completion of main contractor work in the MAKO Paspampres Project, Central Jakarta. The research employs a mixed-methods approach within a case study framework, combining qualitative and quantitative analyses. Data were collected through interviews, observations, and questionnaires involving subcontractors, main contractors, and project managers, supported by secondary data such as project documents, government regulations, and academic literature. The results indicate that the budget efficiency policy has a positive and significant effect on subcontractor performance, with a regression coefficient of 0.591 and a significance value of less than 0.05. The policy also influences project management adjustments and affects the completion of construction work. Subcontractor performance plays a crucial role in project success, particularly in terms of time, cost, and quality. Therefore, adaptive strategies and effective coordination among stakeholders are essential to maintain project stability and ensure successful completion.*

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INTRODUCTION

The Government of Indonesia in 2025 issued a national policy in the form of Presidential Instruction (Inpres) No. 1 of 2025 (Kemensekneg RI, 2025). Regarding the acceleration of efficiency and reform of government spending. In this instruction, the President ordered ministries/agencies to implement savings, rationalize activities, improve the quality of spending, and ensure that all state expenditures deliver optimal results (Wulandari & Saidi, 2021). This budget efficiency policy poses a challenge, particularly for strategic construction projects, such as the development of central administrative/office facilities for state institutions (Miradina, 2025).

Based on this decision, the Ministry of Public Works and Public Housing (PUPR), as the ministry managing the majority of national infrastructure projects, also experienced significant budget adjustments. These adjustments affect the procurement process of goods/services for procurement packages that, at the time the regulation was issued, were still in the stage of selecting providers/contractors or were already in the stage of construction contract implementation (Mentri Pekerjaan Umum, 2025). Some of the impacts include changes in the scope of work, cost adjustments, and limitations in project resource management (Martin & Benson, 2021). This situation creates substantial pressure on the government construction sector, which heavily depends on the stability of project funding sources (Soliman et al., 2024).

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In government construction projects, the appointment of the main contractor as the primary executor of the construction contract is generally supported by subcontractors who carry out specific tasks. Subcontractors play a role as specialist executors because they possess specific expertise that is not always owned by the main contractor. (Tanuwijaya & Sekarsari, 2018) state that collaboration between the main contractor and subcontractors is carried out to implement construction work so that it can proceed according to the plan. The success of a project cannot be separated from the participation of subcontractors who are capable of working well and responsibly in supervising construction activities (Lehtinen et al., 2019). This view is in line with (Enshassi, 2011) who explains that the relationship between the general contractor and subcontractors is one of the keys to any successful construction project (Abadi et al., 2023a). Subcontractors are specialist agents in executing specific jobs, supplying manpower, equipment, tools, and designs. (Mauliddiyah, 2021) also emphasizes that main contractors highly depend on subcontractors to reduce costs and improve efficiency in construction projects. Subcontractors perform certain tasks that cannot be carried out efficiently by the main contractor.

Based on this, the government's budget efficiency policy, which results in cost adjustments in PUPR projects, can directly affect the ability of subcontractors to provide implementation resources, manage financial flows, and maintain work quality. (Ilham Abadi1, 2023) shows that claims for work changes, time extensions, and price adjustments are common in construction project implementation. (Assaf & Al-Hejji, 2005) in their research, conclude that budget changes and field instructions are among the main factors causing project delays.

The Construction Project of the Paspampres Headquarters (MAKO Paspampres) in Tanah Abang, Central Jakarta, in 2025 is one of the strategic projects of the Ministry of PUPR affected by the budget efficiency policy in accordance with Presidential Instruction No. 1 of 2025. Budget adjustments in this project are related to its funding and may lead to consequences in contractual coordination, prioritization of work items, as well as the performance of subcontractors handling structural, MEP, architectural, and other specialized installations (Huynh et al., 2025).

Although research on budget efficiency has been widely conducted, most studies focus on the impact of changes on the performance of main contractors or overall project performance. Studies that specifically examine the effect of budget efficiency policies on subcontractor performance are still very limited (Hernandi & Tamtana, 2020). In addition, no studies have been found that examine the impact of the implementation of Presidential Instruction No. 1 of 2025 on construction projects such as the MAKO Paspampres Development Project in Tanah Abang, Central Jakarta, in 2025.

This research gap indicates the need for a more in-depth study on how government budget efficiency policies, including budget reductions in the Ministry of PUPR, indirectly affect subcontractor performance in supporting the completion of construction contracts. This study will provide new empirical insights for government construction project management as well as recommendations for main contractors and subcontractors in dealing with budget efficiency policies.

RESEARCH METHOD

This study aims to analyze the impact of the Indonesian government's 2025 budget efficiency policy on subcontractor performance in supporting the completion of construction contracts by the main contractor in the MAKO Paspampres Project, Central Jakarta. The research was conducted from

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January to April 2025 using a mixed-methods approach that combines qualitative and quantitative methods within a case study framework. Data were collected from primary sources through interviews, observations, and questionnaires involving subcontractors, main contractors, and project managers, as well as from secondary sources such as project documents, government regulations, and academic literature. The focus of the study includes the effect of budget efficiency policies on payment mechanisms, operational capacity, and subcontractor performance, as well as their relationship to project completion. Data collection was carried out using triangulation techniques to ensure validity and reliability, supported by instruments such as Likert-scale questionnaires, observation guidelines, interview protocols, and documentation sheets. Data analysis was conducted systematically through stages of data organization, reduction, presentation, and conclusion drawing based on both qualitative and quantitative analytical approaches. The analytical approach refers to the framework proposed by (Miles et al., 2014), as well as the principles of quantitative statistics as outlined by (Creswell, 2018).

RESULTS AND DISCUSSION

Classical Assumption Test

Normality Test

Table 1. Normality Test Results

Keterangan	Standardized Residual		
	X	Y	Z
N	33		
Normal Parametersa Mean	40.758	38.364	32.424
Std. Deviation	5.646	6.604	5.184
Most Extreme Differences Absolute	0.174	0.084	0.195
Positive	0.144	0.054	0.164
Negative	-0.174	-0.084	-0.195
Kolmogorov-Smirnov Z	0.999	0.483	1.118
Asymp. Sig. (2-tailed)	0.270	0.975	0.163

Source: Processed by Researcher (2026)

Based on the normality test results above, the Asymp. Sig. (2-tailed) value **is 0.270, 0.975 and 0.163**, which is greater than **0.05**. Therefore, it can be concluded that the residual data in the regression model are normally distributed. Thus, the regression model meets the normality assumption.

Multicollinearity Test

Table 2. Multicollinearity Test Results

Model	Unstand. Coeff. B	Standa. Coeff. Beta	Collinearity Statistics Tol	VIF
(Constant)	16.086	–	–	–
Budget Efficiency Policy (X)	0.549	0.64	0.572	1.749
Subcontractor Operational Performance (Y)	0.112	0.10	0.572	1.749

Source: Processed by the Researcher (2026)

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Based on the results of the multicollinearity test in the table above, it is known that all independent variables have a Tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value less than 10. The Budget Efficiency Policy variable (X) has a tolerance value of 0.572 and a VIF value of 1.749. Meanwhile, the Subcontractor Operational Performance variable (Y) also has a tolerance value of 0.572 and a VIF value of 1.749.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.493	–	–	–	–
Budget Efficiency Policy (X)	0.099	0.098	0.213	1.017	0.317
Subcontractor Operational Performance (Y)	-0.106	0.106	-0.209	0.996	0.327

Source: Processed by the Researcher (2026)

Based on the test results in the table above, it is known that the Budget Efficiency Policy variable (X) has a significance value of 0.317 and the Subcontractor Operational Performance variable (Y) has a significance value of 0.327. Both values are greater than the significance level of 0.05, so it can be stated that the regression model does not experience heteroscedasticity. In addition, the calculated t-values for each variable are 1.017 for Budget Efficiency Policy (X) and -0.996 and the subcontractor Performance (Y). Neither value indicates a significant relationship with the absolute residuals. Therefore, the regression model used can be declared free of heteroscedasticity.

Descriptive Statistical Analysis

Table 4. Descriptive Statistics of Research Variables

Variabel	N	Min.	Max.	Mean	Sd
Budget Efficiency Policy (X)	33	27	50	40,76	5,646
Subcontractor Operational Performance (Y)	33	22	50	38,36	6,604
Impact on Project Completion (Z)	33	22	40	32,42	5,184

Source: Processed by the Researcher (2026)

Based on Table 4 presenting the results of the descriptive statistical test, it can be explained that the budget efficiency policy variable (X) has a minimum value of 27 and a maximum value of 50. The mean value obtained is 40.76 with a standard deviation of 5.646. This indicates that the majority of respondents provided relatively high assessments regarding the influence of budget efficiency policies on the implementation of subcontractor work. The subcontractor operational performance variable (Y) has a minimum value of 22 and a maximum value of 50. The mean value is 38.36 with a standard deviation of 6.694. These results indicate that the operational performance of subcontractors falls within a fairly good category, despite the implementation of budget efficiency policies.

Furthermore, the variable representing the impact on project completion (Z) has a minimum value of 22 and a maximum value of 40. The mean value is 32.42 with a standard deviation of 5.184.

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This suggests that budget efficiency policies have a moderately significant impact on the project completion process, in terms of work quality, productivity, and the overall achievement of project targets.

Multiple Linear Regression

Table 5. Data and Components of Multiple Linear Regression Calculation

Variabel	*coeficient*	*t Count*	*Sig.*	*Conclusion*
Constant	-1.840	-0.443	0.661	Not Significant
Budget Efficiency Policy	0.591	3.793	0.001	Significant
Impact on Project Completion (Z)	0.498	2.934	0.006	Significant
F-statistic	23.819	R Square	0.614	
Sig (F-statistic)	0.000	Adj R Square	0.588	

Source: Processed by the Researcher (2026)

Based on Table 5, the Adjusted R Square value is 0.588 or 58.8 percent. This indicates that the budget efficiency policy variable is able to explain 58.8 percent of the variation in subcontractor operational performance, while the remaining 41.2 percent is explained by other factors outside the research model. The calculated F-value of 23.819 is greater than the F-table value of 4.21, with a significance level of 0.000, which is smaller than 0.05. Therefore, it can be concluded that the budget efficiency policy variable simultaneously has a significant effect on subcontractor operational performance. Based on the regression analysis, the following equation is obtained:

$$Y = -1.840 + 0.591X + 0.498Z$$

The regression equation indicates that the constant value of **-1.840** implies that if the budget efficiency policy variable is held constant or does not change, the subcontractor operational performance value is **-1.840**. The regression coefficient of the budget efficiency policy variable (0.591) shows a positive direction of relationship. This means that every one-unit increase in budget efficiency policy will increase subcontractor operational performance by 0.591 units, assuming other variables remain constant.

The partial test results show a t-value of 3.793 with a significance level of 0.000, which is smaller than 0.05. Thus, it can be stated that the budget efficiency policy has a positive and significant effect on subcontractor operational performance. These findings indicate that the implementation of budget efficiency encourages subcontractors to work more adaptively, control operational costs, improve work execution efficiency, and maintain work quality to ensure that project targets are achieved. In addition, budget efficiency also drives subcontractors to adjust their work strategies so that operational activities remain effective despite budget constraints. However, budget efficiency policies may also impact cash flow, cause payment delays, and require adjustments to work schedules. Therefore, effective coordination between the main contractor and subcontractors is necessary to ensure optimal project execution and to minimize the risk of delays.

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Hypothesis Testing

Table 6. *Hypothesis Testing*

Model	Unstandr. Coefficients		Standar. Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.84	6.23	–	-0.29	0.77
Budget Efficiency Policy (X)	0.59	0.16	0.506	3.79	0.001
Subcontractor Operational Performance (Y)	0.49	0.17	0.391	2.93	0.007

Source: Processed Data, 2026

Based on the test results presented in the table above, it is evident that the Budget Efficiency Policy variable (X) has a calculated t-value of 3.79, which is positive and greater than the t-table value of 2.039. In addition, the obtained significance value of 0.0001 is smaller than the significance level of 0.05. Therefore, it can be concluded that the Budget Efficiency Policy variable has a positive and statistically significant partial effect on Subcontractor Operational Performance. These results indicate that the first hypothesis in this study is accepted, meaning that there is a significant effect of budget efficiency policy on subcontractor operational performance in construction projects. The more effectively the company implements budget efficiency measures, the greater the improvement in the effectiveness and efficiency of subcontractor operations in executing project tasks (Oliveira, 2023).

The regression coefficient of 0.590 indicates a positive relationship. This implies that every one-unit increase in the budget efficiency policy will lead to an increase of 0.590 units in subcontractor operational performance, assuming other variables remain constant. In other words, the implementation of budget efficiency encourages subcontractors to perform more optimally in terms of resource utilization, cost control, and the completion of project work in a more effective manner (Trianshy et al., 2022).

Furthermore, the findings also suggest that budget efficiency policies encourage subcontractors to adjust their work strategies, enhance labor productivity, and optimize the use of materials and equipment to ensure that project targets are achieved within the predetermined timeframe (Hansen et al., 2024). Nevertheless, the implementation of budget efficiency must be supported by proper coordination and supervision to prevent potential negative impacts on work quality and delays in project execution (Tanuwijaya & Tamtana, 2018).

Results Analysis

Analysis of the Effect of Variable X (Budget Efficiency Policy) on Variable Y (Subcontractor Performance) and Variable Z (Impact on Project Completion)

Based on the results of multiple linear regression analysis, the regression equation obtained is:

$$Y = -1.840 + 0.591X + 0.498Z$$

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The results show that the Budget Efficiency Policy variable (X) has a regression coefficient value of 0.591 with a t-value of 3.793 and a significance level of 0.000. This value is smaller than 0.05, so it can be concluded that the budget efficiency policy has a positive and significant effect on subcontractor performance. Impact on Project Completion (Z) has a regression coefficient value of 0.498 with a t-value of 2.934 and a significance level of 0.000. This value is smaller than 0.05, so it can be concluded that the budget efficiency policy has a positive and significant effect on subcontractor performance.

The positive regression coefficient indicates that the better the implementation of the budget efficiency policy, the higher the subcontractor performance (Che Haron & Arazmi, 2020). Budget efficiency policies encourage subcontractors to work more effectively in resource utilization, operational cost control, and scheduling of work implementation (Ritchie et al., 2022). In addition, the implementation of budget efficiency also requires subcontractors to increase labor productivity, reduce material usage, and optimize the use of project equipment so that work targets can still be achieved according to plan. This condition shows that budget efficiency can create a more disciplined and measurable work pattern in construction project implementation (Finnie et al., 2024).

However, budget efficiency policies also have potential risks if not managed properly, such as payment delays, limited working capital, and decreased work quality (Fauji & Chalid, 2024). Therefore, good coordination and supervision between the main contractor and subcontractors are needed so that budget efficiency can run optimally without hindering project implementation.

Analysis of the Effect of Variable X (Budget Efficiency Policy) on Variable Z (Work Completion)

Based on the research results, budget efficiency policy has a close relationship with project work completion. Properly implemented budget efficiency policies can help companies control project costs so that work execution becomes more effective and efficient (Zavadskas et al., 2025). Budget efficiency encourages all parties involved in the project to work in a more planned manner in terms of material usage, labor, and execution time. With good cost control, the work completion process can proceed in a more directed manner so that project targets in terms of time, quality, and productivity can be achieved optimally (Bygballe & Swärd, 2019). In addition, the implementation of budget efficiency can also improve the accuracy of decision-making in project execution (Love et al., 2008). Contractors and subcontractors become more selective in using resources so that priority work can be completed first according to the predetermined schedule.

However, if budget efficiency policies are implemented excessively without considering project operational needs, it can create obstacles in work completion. Some possible impacts include delays in material procurement, reduction in labor, and decreased work quality due to budget limitations. Therefore, budget efficiency policies must be applied proportionally so that work completion remains optimal and does not compromise project quality (Aziz et al., 2024).

Analysis of the Effect of Variable Y (Subcontractor Performance) on Variable Z (Work Completion)

Subcontractor performance has an important influence on the success of project work completion (Al Alawi, 2021). The better the subcontractor performance, the higher the success rate of work completion in terms of time, quality, and project productivity (Abadi et al., 2023b). Good subcontractor performance is reflected in the ability to complete work according to technical specifications, timeliness of execution, effectiveness in resource utilization, and the ability to maintain

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the quality of work results. These conditions support the smooth implementation of the project so that work completion targets can be achieved as planned (Budi & Markoni, 2024).

In addition, subcontractors with good operational performance tend to be more adaptable to changes in project conditions, including in facing budget efficiency policies implemented by the company. This capability allows work to continue effective ly despite limitations in cost and resources. Conversely, if subcontractor performance declines, project work completion will also face obstacles. This can lead to delays, cost overruns, and decreased project quality. Therefore, improving subcontractor performance is one of the key factors in supporting the successful completion of construction project work overall.

CONCLUSION

This study demonstrates that budget efficiency policy has a positive and significant influence on subcontractor performance in construction projects. The implementation of budget efficiency measures encourages subcontractors to improve operational effectiveness, optimize resource utilization, and strengthen cost control, enabling them to maintain productivity despite financial constraints. Improved subcontractor performance subsequently contributes to the successful completion of construction projects by supporting timely execution, maintaining work quality, and enhancing overall project productivity. Furthermore, budget efficiency policy also directly influences project completion because it requires adjustments in project planning, resource allocation, labor management, and material utilization while ensuring that project objectives related to time, cost, and quality remain achievable. These findings indicate that subcontractor performance plays an important mediating role in translating budget efficiency initiatives into successful project outcomes.

This study is limited by the use of data collected from a specific group of respondents and a particular project environment, which may restrict the generalizability of the findings to other construction sectors or regions. In addition, the research only examined the relationships among budget efficiency policy, subcontractor performance, and project completion without considering other organizational and environmental factors that may also affect project success. Future studies are recommended to involve larger and more diverse samples, compare different types of construction projects, and incorporate additional variables such as project risk management, leadership, organizational capability, digital technology adoption, and stakeholder collaboration to provide a more comprehensive understanding of the factors influencing construction project performance under budget efficiency policies.

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