



Implementation of Work Competency Certificates (WCC) for Fisherman Gas Station Construction Project Workers at PT. XYZ

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Abstract

In the era of globalization and intense competition in the construction sector, having a Work Competency Certificate (WCC) is crucial for project workers to meet established work safety and skill standards. This research aims to explore the causes of not having a Work Competency Certificate (WCC) by construction workers and the solution to this problem in the Fuel Filling Station for Fishermen (SPBU Nelayan) project. Qualitative descriptive methods were used in this research by collecting data through field observations, interviews and documentation. Research findings reveal that the main barriers to obtaining WCC include mismatching educational levels, lack of understanding of the importance of WCC, and lack of relevant work experience. The strategies adopted to overcome this problem include training for employee development, increasing awareness about the benefits of WCC, and implementing effective human resource management to support employee professional growth and improve work safety standards. The results of this research emphasize the importance of overcoming barriers to obtaining WCC and implementing holistic strategies in improving employee qualifications, which in turn provides benefits in the form of competitive advantage and increased job security standards.

Keywords: Work Competency Certificate, qualification improvement, human resource management.

Abstrak

Dalam era globalisasi dan ketatnya persaingan di sektor konstruksi, memiliki Sertifikat Kompetensi Kerja (SKK) menjadi krusial bagi pekerja proyek untuk memenuhi standar keahlian dan keselamatan kerja yang ditetapkan. Penelitian ini bertujuan untuk mengeksplorasi faktor penyebab tidak dimilikinya Sertifikat Kompetensi Kerja (SKK) oleh pekerja konstruksi dan solusi atas permasalahan tersebut pada proyek Stasiun Pengisian Bahan Bakar Untuk Nelayan (SPBU Nelayan). Metode deskriptif

kualitatif digunakan dalam penelitian ini dengan pengumpulan data melalui observasi lapangan, wawancara, dan dokumentasi. Temuan penelitian mengungkapkan bahwa hambatan utama dalam memperoleh SKK termasuk ketidaksesuaian tingkat pendidikan, kurangnya pemahaman tentang pentingnya SKK, dan kekurangan pengalaman kerja yang relevan. Strategi yang diadopsi untuk menanggulangi masalah ini meliputi pelatihan untuk pengembangan karyawan, peningkatan kesadaran tentang keuntungan SKK, dan penerapan manajemen sumber daya manusia yang efektif untuk mendukung pertumbuhan profesional karyawan serta meningkatkan standar keselamatan kerja. Hasil penelitian ini menekankan pentingnya mengatasi hambatan untuk memperoleh SKK dan mengimplementasikan strategi holistik dalam peningkatan kualifikasi karyawan, yang pada gilirannya memberikan manfaat dalam bentuk keunggulan kompetitif dan peningkatan standar keamanan kerja.

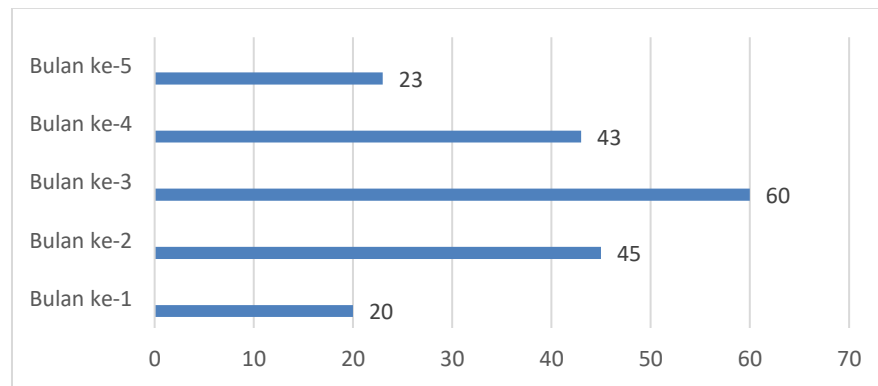
Kata kunci: Sertifikat Kompetensi Kerja, peningkatan kualifikasi, manajemen sumber daya manusia.

Introduction

The ongoing construction developments in Indonesia are in line with ongoing efforts from both the government and the private sector. A noteworthy indication of progress in the construction sector is the increasing number of building and transportation infrastructure projects in various regions in Indonesia. One example is the construction of a Fisherman's Gas Station in response to the many complaints from fishermen regarding frequent fuel shortages. XYZ Company built this gas station to make it easier for fishermen to access fuel. Human resources are an important asset for the company, acting as the main driver in implementing company policies and operations. The readiness of the construction workforce in a company is crucial to supporting the creation of quality, safe and sustainable construction projects to ensure environmental comfort. According to Arfani, effective human resources are those who have excellent performance, able to carry out the assigned tasks efficiently. Based on company data, the number of workers at the Fisherman's Gas Station project for 5 months¹.

¹ Wella Arfani, Sely Novita Sari, and Triwuryanto, 'Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Tukang Pada Proyek Pembangunan Gedung Fiai Universitas Islam Indonesia', *Prosiding Ceedrims*, 2021, pp. 371–78
<https://publikasiilmiah.ums.ac.id/bitstream/handle/11617/12731/384_Ceedrimsrev_e-Book_Pro siding Ceedrims 2021_rev300821.pdf?sequence=1&isAllowed=y>.

Figure 1 Number of Workers at the Fisherman's Gas Station Project



Source: Fisherman Gas Station Project HR

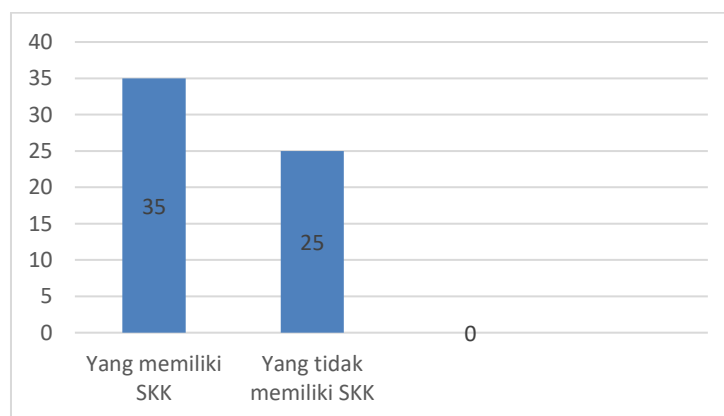
Based on the picture above, it can be explained that the number of workers at the fishing gas station project in the first to fifth months experienced increases and decreases. In the first month there were 20 workers, there was an increase in the second month of 45 workers, then there was another increase in the third month of 60 workers (the highest number of workers for five months), then there was a decrease in the fourth month of 43 workers, and finally in the month to the fifth, the number of workers becomes 23. An unstable number of workers is a project strategy at Fisherman's Gas Station because the workload is not the same each month.

According to Dwipayana, improving the quality of a construction company can be achieved by focusing on the performance of Human Resources (HR) through training and education programs aimed at strengthening individual competencies². Indonesian workers face challenges in global competition, particularly those without competency certificates, as technological proficiency is crucial for skill development. Human resources in the construction sector play an important role in project implementation, requiring standards of knowledge, skills, and behavioral attitudes. These standards are critical for enhancing overall performance and understanding in construction work, aligned with competency benchmarks. The success of a project is highly dependent on the quality of its human resources. Therefore, it is essential to have skilled, knowledgeable, and experienced individuals certified through a Work Competency Certificate (WCC Construction), in accordance with Government Regulation number 14

² Ngr Agung Arpin Dwipayana, 'Pengaruh Sertifikasi Kompetensi Kerja Terhadap Kinerja Perusahaan Pada Proyek Konstruksi', in *In Proceedings* (Prosiding Seminar Nasional Ketekniksipilan Bidang Vokasional VIII, 2020) <<https://ojs.pnb.ac.id/index.php/Proceedings/article/view/2220>>.

of 2021³. The Construction WCC serves as concrete evidence of the recognition of construction workers' competencies. Below is the data on the number of companies and workers with WCC Construction involved in the Fisherman Gas Station project.

Figure 2 Number of workers who have Construction WCC



Source: Fisherman Gas Station Project HR

Based on the picture above, it can be explained that the number of workers at the fishing gas station project is 35 workers who have a Construction WCC, while those who do not have a Construction WCC are 25 workers. In accordance with the provisions of Law Number 2 of 2017 concerning Construction Services as outlined in Article 70, all elements of construction personnel including implementation, planning and supervision of construction, both individuals and legal entities, are required to have skills and work expertise certification. In the Fisherman's Gas Station project, not all workers have a Construction WCC, this is a phenomenon that is contrary to existing theory.

Remembering the importance of Work Competency Certification for every employee involved in a construction project, as illustrated in the previous description. Therefore, the aim of this research is to find out the reasons why certain employees do not have work competency certificates and strategies for solving these problems.

³ Peraturan Pemerintah Nomor 14 Tahun 2021, *Tentang Perubahan Atas Peraturan Pelaksanaan Undang Undang Nomor 2 Tahun 2017 Tentang Jasa Konstruksi* (2021).

Literature Review

Construction

The term "construction" refers to a "process" that involves a series of building activities⁴. Construction is a comprehensive activity that typically covers a significant period and includes overcoming various challenges and solving problems along the way. Construction is a business that aims to create facilities or infrastructure⁵. In the context of a construction project, supervision is very important and involves various stakeholders, including project managers, consultants and project owners. Supervision in the field is entrusted to project foremen and experts who specialize in construction projects, overseeing the entire process from start to finish⁶. The construction process begins with planning activities, implementation scheduling, and comprehensive supervision that covers all project tasks. Each element outlined in the contract must be detailed and implemented optimally to ensure that all activities are aligned with the initial project plan, thereby achieving construction success as expected at the start.

Construction Project

A project can be understood as a relatively complex business venture that is carried out on an irregular basis, with a specified duration, limited budget and resources, and specific criteria for the results produced⁷. Due to the constraints inherent in a project, a company or organization must coordinate all available resources in an integrated manner to achieve the desired project goals. Construction projects refer to projects that involve physical development work, such as building construction projects, road construction and bridge construction⁸.

⁴ Wahyu Ervianto, *Manajemen Proyek Konstruksi* (Penerbit Andi, 2023).

⁵ Amris Setyo Hastomo and Darmawan Pontan, 'Pengaruh Sertifikasi Keahlian Terhadap Keberhasilan Proyek Konstruksi Pada Manajemen Konstruksi', 2022, pp. 312–18.

⁶ Al Tafakur La Ode and others, *Manajemen Proyek Konstruksi* (Tohar Media, 2023).

⁷ Filda Angellia and others, *Buku Ajar Manajemen Proyek Sistem Informasi* (PT. Sonpedia Publishing Indonesia, 2023).

⁸ Nur Cahyadi and others, *MANAJEMEN SUMBER DAYA MANUSIA* (CV Rey Media Grafika, 2023)

<https://books.google.co.id/books/about/MANAJEMEN_SUMBER_DAYA_MANUSIA.html?id=dli3EAAAQBAJ&redir_esc=y>.

Work Competency Certificate (WCC)

Certification in construction services evaluates professional competence and abilities in various disciplines and skills⁹. Law Number 2 of 2017 in the Construction Services Law mandates that every construction worker must have a Work Competency Certificate (WCC)¹⁰. This certificate, as explained by the Department of Public Works, Highways, and Human Settlements (2023), serves as proof of a construction worker's competence, obtained through a competency exam aligned with Work Competency Standards¹¹. The WCC is issued by an accredited Professional Certification Institute (PCI) based on job qualifications, classifications, subclassifications, and positions. Job qualifications for construction workers are categorized into three types: operator positions (levels 1-3), technician/analyst positions (levels 4-6), and expert positions (levels 7-9). Prior to the enactment of Law Number 2 of 2022 concerning Construction Services, Work Competency Certificates were divided into Skills Certificates (SC) and were classified into junior, intermediate, and major qualifications for Skills Certificates (SKA), and Class I, II, and III for Skills Certificates.

Human Resource Management

Human Resources (HR) involve the design and implementation of formal systems within an organization to ensure the effective and efficient use of human skills to achieve organizational goals¹². HR is essential for any organization or company, serving as the foundation for growth. Human resources are the individuals employed in an organization who function as drivers, strategists, and planners to realize organizational objectives. Human resource management includes the supervision and administration of employees from recruitment to the end of their tenure¹³. This management scope covers needs analysis, recruitment, placement, education, career development, transfers, supervision, and evaluation. The quality of human resources significantly influences an organization's effectiveness. Exceptional individuals are fundamental for the organization's continued operations, especially in facing increasing

⁹ Ganis Aliefiani Mulya Putri, Srirahayu Putri Maharani, and Ghina Nisrina, 'Literature View Pengorganisasian: Sdm, Tujuan Organisasi Dan Struktur Organisasi', *Jurnal Ekonomi Manajemen Sistem Informasi*, 3.3 (2022), pp. 286–99, doi:10.31933/jemsi.v3i3.819.

¹⁰ Undang-Undang Republik Indonesia Nomor 2 Tahun 2017, *Jasa Konstruksi* (2017).

¹¹ Dinas PU Bina Marga & Cipta Karya, *Buku Saku Petunjuk Teknis Profil Jasa Kontruksi* (Mas Petruk, 2023).

¹² Aliefiani Mulya Putri, Putri Maharani, and Nisrina.

¹³ Cahyadi and others.

work demands. Effective human resource management is crucial in addressing HR-related challenges, allowing organizations to manage all HR aspects efficiently and effectively.

Research methods

This research employed a qualitative methodology with a field study approach. Written descriptions and observations of behavior seen at PT XYZ are data provided for research, which aims to understand events or experiences experienced by research subjects. The Fisherman's Gas Station construction project was made the object of research, so the investigation was carried out directly there.

Data sources are divided into two categories, namely primary sources and secondary sources¹⁴. Primary sources are sources that provide direct access to data collectors. The project manager is one of the informants who is the main source in this research. Meanwhile, secondary sources are sources that through other people or documents do not directly provide data to data collectors. The data used in this research secondary data source comes from PT. XYZ and contains information on workers with and without work competency certification.

Direct observation techniques, resource interviews, and supporting documentation were used as data collection methods in this research. Researchers conducted direct observations at PT. XYZ then carried out methodical and thorough recording procedures, followed by collecting further supporting documentation and interviewing informants.

The process of methodically collecting and interpreting data from observations, interviews, and other supporting sources so that it can be understood and researchers can share their findings with others is called data analysis. Inductive analysis, or analysis based on data obtained and then developed into a hypothesis, is the method used in qualitative data analysis¹⁵.

There are four main processes in qualitative data analysis. First, observations, interviews, and supporting documentation are used to collect data first, which may take

¹⁴ Sugiyono, *Metode Penelitian Kualitatif* (Alfabeta, 2022).

¹⁵ Sugiyono.

several days to months to collect a large amount of diverse data¹⁶. Second, to reduce complex data, a data reduction stage must be carried out. This involves looking for themes and patterns in the data and summarizing, selecting and focusing on key features. To make it easier to understand events and plan further actions, data is also provided in the form of short narrative prose. When provisional judgments made during data collection are supported by reliable facts, they can ultimately be trusted at the conclusion-making stage.

Research result

First, mismatch between the educational level of project workers and the requirements set by the construction professional certification body. As a result, these workers are unable to participate in the certification process and gain recognition for their skills. The project manager confirmed this statement as true *“Professional certification institutions generally require a minimum of Diploma One (D1) or Vocational High School education for several certification schemes in the construction sector. This aims to ensure that workers have the basic knowledge and skills needed to work in the construction sector. However, some of the Nelayan Gas Station project workers only have junior high school education”*. It can be concluded based on the informant's opinion that this causes a gap between the LSP requirements and the workers' education level, so that they experience difficulties in participating in training and certification. In reality, there are several workers in the construction sector who have high skills, even though they have only completed formal education up to junior high school level.

Second, lack of employee understanding of the importance of WCC. At PT. XYZ workers are required to have a work competency certificate (WCC) as an effort to develop their career and company image. However, due to a lack of knowledge about the importance of work competency certificates (WCC), employees are reluctant and think as if they are ignoring work competency certificates (WCC) in the world of construction projects. The project manager confirmed this statement as true *“Workers who master the project field consider that their expertise is sufficient to help the image of the worker and the company”*. It can be concluded based on the informant's opinion that

¹⁶ Haninah Hanim and Heru Baskoro, ‘Peran Manajemen Sumber Daya Manusia Dalam Pengembangan Karir Karyawan Perumda Bpr Bank Gresik’, *Jurnal Manajemen Dan Ekonomi*, 1.1 (2023), pp. 229–53.

wrong perceptions about the importance of work competency certificates (WCC) can hinder career development and company image at PT. XYZ. Even though employees who have expertise in the project area feel that their abilities are enough to build a good image for themselves and the company, it is important to remember that work competency certificates (WCC) have significant added value. A work competency certificate (WCC) is not only clear evidence of a person's skills and competence in the construction field, but also gives confidence to clients and stakeholders that workers have the knowledge and skills needed to complete projects to a high standard.

Third, lack of work experience of workers. In the process of getting WCC, of course work experience is one of the things that is very necessary for construction workers. at PT. XYZ obstacles for employees actually lie in the experience of how long they have worked, so that when workers want to take part in the selection they cannot be accepted because the conditions are determined based on work experience. First of all, new workers may have insight into project expertise and skills but cannot take part in the work competency certification (WCC) selection because their work experience is still short. Lack of work experience can also hinder employee performance in carrying out projects. The project manager confirmed this statement as true *"Work experience for employees is very helpful, especially for developing careers, getting certification of expertise and consumer trust in the company, even though in reality there are some employees whose experience is still short but are already proficient and successful when working on the given project."* It can be concluded based on the informant's opinion that the worker's work experience does not fully guarantee that the worker is competent. The lack of experience or short experience does not deny that there are employees who already have insight into good project expertise and skills, but employee experience will encourage career development and consumer trust in the company because it has employees who have WCC and are very experienced.

The efforts that must be made by companies so that workers in companies have work competency certification (WCC) are as follows: **First,** The company seeks to improve the quality of employees by developing them and implementing special education and training systems. The main goal is to increase employee competency and reduce the failure rate in selection. This program can be carried out through collaboration with leading educational institutions and experts in the construction field. The project manager confirmed this statement as true *"Employees need to undergo training*

in order to pass the selection. Therefore, the company created this program to develop employee knowledge and skills. "This training program is expected to help employees explore their job competencies by providing direct insight from experts in their fields and management." It can be concluded based on the informant's opinion that it provides opportunities for employees to identify weaknesses and improve knowledge that has not been mastered previously, so as to avoid failure. Developing knowledge for employees has significant benefits, namely providing opportunities for them to improve their skills and knowledge as part of employee development.

Second, Strengthen education and counseling regarding the benefits of WCC. To increase understanding and awareness of the benefits of WCC, the company is trying to strengthen education and outreach. Apart from creating educational facilities for employee development, efforts are being made to reduce the number of employees who do not have WCC through more intensive education and counseling. The company has taken initial steps by implementing regular outreach programs involving related parties, such as management and industry experts. This program includes various activities, such as seminars and workshops, which explain in detail the benefits of WCC in improving employee work safety qualifications and career opportunities. The project manager confirmed this statement as true *"You should receive education about the importance of WCC in career development and job security, which in turn will have an impact on project success."* It can be concluded based on the informant's opinion that by providing a deeper understanding to workers, it is hoped that they will be more aware of the importance of WCC in supporting professional development and job security.

Third, Utilization of human resource management (HR) by construction workers. Compared with certification procedures, HRM is more general. Placement of construction workers, training and development, performance evaluation through qualitative and quantitative assessments, as well as salaries and incentives based on construction workers' duties and workload, are the main areas of HRM application. These unaccredited construction workers must be placed strictly in accordance with the requirements when HRM is implemented. Placement considerations must be able to answer questions, including whether the placement of construction workers is based on educational background, skills, or physical health. Human resources (HR) personnel receive training and development so they can perform construction work that meets industry requirements even if they are unqualified. The project manager confirmed this

statement as true "Construction workers must be equipped with the knowledge and skills to be able to carry out their work as well as possible. The training given to non-certified construction workers must be able to increase their participation in the work and can be adjusted to work targets." It can be concluded based on the informant's opinion that the training provided to non-certified construction workers can provide opportunities for the development of their talents. Construction workforce training is carried out using job training methods that are relevant, effective and efficient in accordance with Job Competency Standards.

Discussion

The Fisherman's Gas Station project has workers who lack skills certification or Work Competency Certificates (WCC). Work competency certification is a test process based on national and international standards to evaluate the technical abilities and suitability of personnel in a construction project¹⁷. These standards assess the commitment of the Construction Services Association and educational institutions to the participants' skills, knowledge, and ethics. Several factors contribute to the lack of WCC among workers at PT. XYZ's Fisherman's Gas Station project. Observations and interviews reveal these reasons: a mismatch between workers' educational levels and certification requirements, a lack of understanding of the importance of WCC, and insufficient work experience. The certification process involves several steps and conditions set by professional certification bodies, which impact workers' ability to obtain WCC.

Closing

The overall conclusion of the situation and strategy for improving employee qualifications through competency certification can be summarized as follows:

1. Workers at the Fisherman's Gas Station project face several obstacles in obtaining Work Competency Certification (SKK) such as mismatching educational levels, lack of understanding of the importance of SKK, and

¹⁷ Fery Hendi Jaya, Sari Utama Dewi, and M. Fikri Akbar, 'Pendampingan Online Dalam Jaringan (Daring) Sertifikasi Kompetensi Tenaga Kerja Konstruksi Pada Masa Pandemi Covid-19 Di Provinsi Lampung', *Prosiding Seminar Nasional Penelitian Dan Pengabdian Kepada Masyarakat*, 1.1 (2020), pp. 503–8, doi:10.24967/psn.v1i1.1011.

inadequate work experience. This hinders improving the company's image, developing workers' careers, and implementing the required skill standards.

2. The main strategies implemented to overcome this problem include employee development through training, increasing awareness of the benefits of having a SKK, and implementing effective human resource management. Through these efforts, the company seeks to not only meet industry standards through certification, but also support employee professional growth and optimize workplace safety.

Thus, the comprehensive conclusion includes the importance of overcoming obstacles to obtaining SKK and implementing synergistic strategies to improve employee competence and qualifications in order to achieve competitive advantage and higher safety standards in the workplace.

Suggestion

I advise construction workers to immediately get the necessary training and certification if they do not currently have a Work Competency Certificate (WCC). They can increase their professional knowledge and abilities, as well as job opportunities and work safety, by obtaining WCC. Infrastructure construction can be carried out more effectively and safely with the help of this accreditation, which is essential for ensuring quality and safety standards in the construction industry.

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