PRICING STRATEGY OF A PLANNING CONSULTANT SERVICE IN GOVERNMENT PROJECTS

ABSTRACT: This study intends to determine, test, and analyze the description and impact of a planning consulting service's price quote technique on a government project. Using descriptive and explanatory survey methodologies, the research is descriptive and verifiable, namely collecting, presenting, analyzing, and testing hypotheses to provide results and recommendations using the AMOS 18 software. A project planning consultancy firm conducted the investigation in West Java Province. With a research sample of 138 respondents out of a total population of 1,011, as represented by the Director and Marketing Manager. A 5-point ordinal scale questionnaire yielded the research data, which was then translated into interval data. The results of the data analysis indicate that, based on the responses of respondents, internal variables meet the criteria for the high category, external variables meet the requirements for the high category, and the price quotation strategy variable meets the criteria for the medium category. The results also indicate that the internal variable (X1) significantly impacts the pricing strategy for the Government project planning consulting services (Y). In contrast, the external variable (X1) has a significant impact on the bidding strategy for the Government project planning consulting services (Y). This study identifies a new model of consultant price quote strategy to win the project tender, namely empirical practice and owner relations personnel as a price quote strategy for a government planning consultant service. The present study's conclusions are beneficial for policymakers.

Keywords: Pricing Strategy, Government Projects, Construction, Consultation, Indonesia

Introduction

Government Goods/Services Procurement Policy Institute (LKPP) is a government organization responsible for acquiring goods/services for local and central government projects (Primanda & Harahap, 2019).

Consulting services are professional services requiring specialized knowledge in a variety of scientific subjects, with an emphasis on critical thinking abilities. Consulting services include the following business services: 1) evaluation, 2) planning, 3) design, 4) supervision and 5) construction management.

Efforts to acquire a consulting project are conducted by determining the winning supplier, utilizing either the tender procedure or e-purchasing (Wainwright, 2022).

Researchers propose using a pricing approach for government projects for multiple reasons. First, every aspect of a person's daily existence is vitally significant. Second, technology development and research have recently resolved many implementation needs for pricing methods (Höglund et al., 2018). These studies have also determined the legal issues associated with government project pricing. The public's acceptance is a significant barrier to implementing a pricing strategy.

Likewise, the system's acceptability is another element impacting pricing system effectiveness. Several earlier research has identified criteria that indicate pricing methods should be rejected. One of the reasons cited by the writers is the disparity between prices in various geographic places where the government is implementing the project (Baluga & Carrasco, 2020). In addition, some earlier studies have addressed the topic of price for government projects while considering the component of subsidies. It is essential to note that the pricing strategy of government projects and optimal strategies are related (Lu & Shao, 2016).

According to research, an offer is a submission that is a proposition by one party to do something for the advantage of another party based on mutually agreed-upon criteria. According to Rzepecki and Jaśkowski (2021), strategy, predatory bidding, competitive pricing, and pricing policy comprise the bidding strategy in general and construction.

Electronic procurement of contracts for goods and services presents difficulties for service providers as the rivalry for consulting services in government projects becomes increasingly intense. Long-term price competition is problematic because it might result in low-profit margins for producers of building services.

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Price offers are generally regarded as a novel because they are conducted under fewer than four conditions: 1) prices are traditionally set based on hunches and instincts; 2) there is no academic research on the pricing process; 3) the pricing process is costly and field-specific, and 4) pricing is kept confidential.

Because each procurement technique has a unique evaluation methodology, there is frequently a conflict between the probability of winning the project and setting the bid price. Consultant service providers that are new to the industry typically determine price quotes through trial and error. This approach is used in bidding because the new service provider does not yet know the bidders' rivals (unknown bidders). Conditions resulting from a high price offer suggest that the price offer is excessively costly (Thai, 2017).

Considering the preceding debate, it is crucial to investigate and (a) determine how internal issues impact the government's price bidding approach for project planning consultant services. (b) Knowing and analyzing the extent to which external factors influence the pricing strategy for the government's project planning consulting services, and (c) Knowing and analyzing the time to which internal and external factors influence the pricing strategy for the government's project planning consultant services.

Literature Review
Construction Project
According to Soemardi and Ervianto (2015), a construction project is defined as the contractor-driven and -executed process of executing the physical development solely. Since the project owner's effort to build, construction projects have begun, and the subsequent process will involve and be influenced by the behavior of consultants, contractors, and owners. The achievement of a building project's functional objectives is more indicative of its effective implementation than the physical construction outcomes. Therefore, cooperative interaction between the parts involved in the construction process is essential.

Any nation's development is primarily based on the construction industry. This industry focuses on the physical development of construction-related projects. These projects consist of bridges, roads, and structures. These initiatives are essential for measuring the economic growth of the nation. According to experts, the building industry plays a vital part in the nation's economy. This sector is concurrently responsible for employment and output (Ahmed et al.,

2022). Therefore, the construction project's success is one of the government's primary concerns and responsibilities. Moreover, the success of a construction project is essential for the community and end-users (Alzahrani & Emsley, 2013).

In contemporary building projects, contractors and clients encounter various essential obstacles. The project's success is a significant challenge for contractors due to the increased and changing complexity of the project's design. Additionally, the intricacy of the project's design determines its success. Consequently, establishing the standards and criteria to yield the most acceptable outcomes is crucial to the project's success. However, there is no consensus on the success criteria for the construction project (Kiraci & Canan, 2021; Tariq & Gardezi, 2022).

Researchers identified numerous criteria that determine the project's success or failure. Moreover, the existing group success factor is one of the most critical factors that affect the success or failure of construction projects. In addition, the evaluation of a construction project focuses on recognizing what went wrong and what went right during the project's implementation. Numerous aspects determine the success of the project. Contractors are one of the most critical components in the building project's success (Koul & Samantaray, 2021; Mathar et al., 2020). Selecting a qualified and suitable contractor will ensure the project's overall quality. Additionally, it will result in cost savings (Alzahrani & Emsley, 2013; Kumar, Maity, & Patnaik, 2022).

The construction process and facilities' complexity is with delivery and design. According to researchers, there are three essential origins of complexity. First, there is a requirement for specific knowledge and comprehension; second, there are several regulatory limits; and third, there is increased technical complexity (Lambelanova et al., 2022; Murguia et al., 2017). Due to the range of opinions and interests, researchers stated, an organization should consider a project complicated. Researchers identified three construction project anomalies. These abnormalities include production sites, unique products, and temporary production, which increase the complexity of construction. Additionally, scholars argued that three elements determine the project's complexity. These elements include structure, procedure, and output (Launonen, 2021; Pikas et al., 2018).

Almost three decades ago, the complexity of construction-

related initiatives gave rise to the case for redefining a project. According to the researchers, the problem lies in the bad conceptualization of the project, not in the poor execution of a good initiative. According to Pegoraro and Paula (2017), "Too great an emphasis on rational decision-making may stifle the creativity important to any construction project and can certainly undermine the ability of practitioners and researchers to understand and effectively address the problems" While designing a project, it is crucial to consider its social dimension (Leinonen, 2022; Peltokorpi et al., 2021).

Several studies have highlighted difficulties with project conceptualization, principles, techniques, and development concepts. Literature has mentioned several methods for enhancing project definitions, including digitalization, quality function deployment, workplace planning (Natee, Low, & Teo, 2016), target value design, managing potential user needs, stakeholder management, practices of the dynamic briefing, collaboration, and the development of a framework for the management of knowledge. Some of these strategies have been more effective for various businesses (David & Adepoju, 2020; Hermano & Martín-Cruz, 2020; Makhitha & Mbedzi, 2022; Nur, Sembel, & Gunawan, 2021). Scholars have also noted that the construction project must be conceptualized appropriately. Several additional authors reached a similar conclusion: "The findings indicate a lack of consensus about key concepts and the coverage of requirements processing, lack of applied methods and lack of practitioners' knowledge" (Manetti, Lara-Navarra, & Sánchez-Navarro, 2022; Pikas et al., 2018).

According to the PUPR (2022), consulting services necessitate knowledge in various scientific domains that value competent expertise thinking (Government of the Republic of Indonesia, 2010). Consulting services include the following business services: 1) evaluation, 2) planning, 3) design, 4) supervision, and 5) construction management (Lisha & Abdullah, 2021; Mubeen et al., 2022; Ogunde et al., 2017; Pratama, 2022).

Cost Analysis in Project
During the construction phase, a project requires a variety of resources (5M), including labor (man), materials, procedures, equipment (machine), and money (money), according to Mela (2016). (Safapour et al.). Financial difficulties, such as project costs and income, will be influenced by resource needs. The overall cost of the project is the amount utilized. The total cost for each period includes direct and indirect expenditures (Watt, 2014).

Price Quotation
According to research, an offer is a request by one party to do something for the advantage of another party based on predetermined and mutually agreed-upon criteria. The provider formulates the offer price to provide the user with a range of service completion costs. There is a choice of high and small bid prices available. The greater the offer price, the less probable the bidder will be the lowest (Hanák, Drozdová, & Marović, 2021; Madhavi, Choudhury, & Chatterjee, 2022; Singh & Kumar, 2021).

Soemardi and Ervianto (2015) state that Offers can be defined as direct costs plus a nominal amount. Based on mutual agreement, the offer can be accepted as a price proposal consisting of direct and indirect costs with a nominal amount for working on something else of mutual interest. To be the lowest bidder, the consultant service provider's price proposal must have delivered the most profit potential, often known as the expected profit. The consultant service provider must submit a price offer that is neither excessively high nor insufficiently low. This circumstance produces problems if it persists for an extended period, but the opposing conditions determine the best offer price.

According to Liu, Fang, and Liu (2017), the results of applying the lowest bid price must be evaluated following the following principles: compliance, systematization, and application. The evaluated lowest bid price technique grew prevalent, and many regions adopted it and combined it with the actual scenario to investigate the lowest bid price evaluation method assessment procedure; concurrently, several evaluation methods and standards were established. The evaluation of the guarantee mechanism of the lowest bid price technique ensures the execution of the project at a low cost and excellent quality by preparing bid documents based on low costs (Ghebregiorgis & Negusse, 2022; Liu et al., 2017; Manocha, 2022; Opeyemi et al., 2022).

According to Shibani et al. (2020), for the best project performance, owners in the construction business must select the optimal contract submission technique. The low bid method has been the most prevalent method for determining competitive bids for public building projects. The below-average bidding method is chosen for projects with low levels of competition. In contrast, the low-bid and second-average bidding methods are preferred for projects with high levels of rivalry.

Although awarding a project to the bidder with the

lowest price ensures openness in the selection process, considering simply one objective criterion is insufficient (bid price). This approach frequently results in uncooperative relationships, a lack of cooperation amongst the many parties engaged in the project, and a potential reduction in project quality. The lowest-price-wins strategy is the most common method of procurement worldwide. Nonetheless, this strategy does not always yield the best overall pricing and project implementation results (Lines, Kakarapalli, & Nguyen, 2022). There are four approaches to evaluating consulting service providers: 1) quality and cost, 2) quality, 3) budget cap and 4) lowest cost. Qualification is a post-qualification or pre-qualification review of the competency of a provider's business skills and the conditions that must be met (Maqsoom et al., 2019).

Construction Consulting Services

Consultancy services necessitate proficiency in numerous scientific disciplines emphasizing critical thinking (Li et al., 2020).

Consulting services include the following business services: 1) evaluation, 2) planning, 3) design, 4) supervision and 5) construction management. The output of consulting services is software that is systematically organized based on the Terms of Reference (KAK) established by the Commitment Making Officer (PPK) after the Budget User Authority (KPA) has been assigned (Sebestyén, Domokos, & Abonyi, 2020). In addition to supervision and execution, construction consulting services can include planning services. Planning consulting services facilitate the acquisition of the following documents: 1) planning, 2) auction, and 3) construction execution. An additional job is to provide services in describing the work at the time of the auction and advice for resolving any planning issues that develop throughout the building phase. The Commitment Making Officer (PPK) is contractually responsible for the planning consultancy service provider's responsibilities, beginning with the SPMK and continuing until the initial handover of the project to the implementation service provider (Ogunde et al., 2017).

Construction Consultancy Service Experts

According to studies, the professionals participating in physical planning are categorized based on their expertise and requirements. The following specialists are grouped.

a) Structural Expert

In a detailed engineering design plan, structural specialists are accountable for the structural dimensions of construction items based on formulations and standards (such as SKSNI, ASTM, Indonesian Earthquake Regulations, etc.).

b) Architects

Architects with expertise in construction design are typically required for new building construction projects. These professionals are responsible for the aesthetic qualities and practicality of the proposed structure. The architect will be crucial in providing a building concept following the owner's desires when creating the project.

c) Electrical & Plumbing Mechanical Expert (MEP)

Electrical mechanics will be crucial in designing supplementary facilities for a project or infrastructure that demands this electrical mechanical completeness. For instance, these professionals can design lighting, air conditioning, and audio settings following design specifications.

d) Construction Engineering Management Expert

Expert in construction engineering management for a detailed engineering design planning activity, compiling technical papers and field implementation standards based on the designed plans. This expert's deliverable is a comprehensive physical construction design that will be provided to the owner.

e) Transportation Expert

Transportation professionals who have been identified thus far are capable of designing road infrastructure, yet, in their classification, these transportation infrastructures are grouped into numerous types, such as terminals, ports, and airports, depending on the form of transportation itself. The expertise possessed by transportation experts in the field of highway planning is categorized as road construction planning experts, road network system planning experts, and their supporting infrastructure facilities following applicable standards (ASTM, AASTHO, Bina Marga Standards, and others) (de Paula, Arditi, & Melhado, 2017; Yamali, 2018).

Bidding Strategy

The importance of the bidding phase of the auction process in obtaining the tender cannot be overstated. A company's bidding strategy is highly dependent on winning the tender procedure. Consequently, bid strategy significantly influences determining who wins a project.

According to Wibowo, Astana, and Rusdi (2015), strategy, predatory pricing, competitive pricing, and pricing policies are included in the bidding strategy for building projects in general. The price quote strategy in the Indonesian construction industry is comprised of four components, namely: 1) a price quote strategy in construction, 2) an exploration of a bid strategy based on a market approach, 3) a survey of the top contractors in Indonesia, and 4) the application of a price quote strategy model based on developed market conditions (Wibowo et al., 2015). To decide the price of a construction service project, the following conditions must be met: 1) the bid price must include sufficient profitability for the company, and 2) the bid price must include the value requested by the service user to bind the cooperative activity.

According to Kavitha and Visalakshi (2020), a plan is required to get the project through the bidding process (tender). Data gathering is necessary for consideration when entering the bid value into an auction package.

Markup and Profit

Markup is calculated by dividing the bid price by the estimated cost in percent (Markup=Bid Price/Estimated Cost). Generally, contractors strive to set a markup as high as feasible while still hoping to be the lowest bidder. The contractor needs the results of collecting past bid data (historical data) from competitors to determine the amount of markup. Markup is determined solely by business intuition by establishing a percentage of direct cost (which is computed based on the amount and unit cost of the work) (Yuliana, Kartadipura, & Taufik, 2016).

Empirical practice

The primary objective of a consultant's work is to ensure that the consultant can continue to survive, and the only way to do so is to continue to acquire projects. Administrative criteria and credentials are specific to searching for projects through the tender/auction system or PL (Direct Appointment). After frequently acquiring projects through the tender/auction system, the consultant can acquire projects via the PL system.

According to Anridho (2016), the rules contained in consultants' daily work patterns covering working hours and attire are non-binding. Their work focuses on the effective and efficient performance of their tasks following the project provider's requirements.

Company Strengths and Weaknesses

The acronym SWOT represents Strengths, Weaknesses, Opportunities, and Threats. As its name suggests, SWOT Analysis is a strategic planning technique that is beneficial for evaluating a project's Strengths and Weaknesses, Opportunities, and Threats, for both ongoing and new project planning. In addition, SWOT analysis provides essential information for matching an organization's resources and capabilities to its operating environment (Zima, Plebankiewicz, & Wieczorek, 2020).

Marketing Intelligence

According to Kotler and Keller (2016), marketing intelligence is a collection of techniques and tools managers employ to get everyday marketing environment-related information. Marketing intelligence is conducted publicly and based on scientific principles, although not as strictly as marketing research and ethical standards; however, systematic methods are required to collect intelligence information. Measures of competitive intelligence can inform a manager's strategy for determining his marketing intelligence system.

First

Develop a marketing intelligence system. The first step is to identify the essential forms of competitive information, the best sources for this information, and the individuals who will manage the system and its services.

Second

Continuous data collection from the field (sales force, distribution channels suppliers, marketing research firms, trade associations) of people doing business with competitors (sales force, distribution channels, suppliers, marketing research firms, trade associations) is achieved by monitoring competitors using published data.

Third

Evaluate and assess the information. Data are examined for validity (validity) and dependability (reliability), analyzed and arranged.

Fourth

Distribute information and supply feedback. Critical data is transmitted to the appropriate decision-makers, and requests from managers are also fulfilled. With a well-designed system, firm managers receive timely information by email, telephone, newsletters, circulars, and reports regarding their competitors (Maria, Pusriadi, & Darma, 2020).

Minimum Remuneration

(Aghayeva & Ślusarczyk, 2019) Remuneration is the standard of wages earned by construction employees based on the level of expert jobs with equivalent experiences and educational degrees of undergraduate, graduate, and doctoral.

Personal Relations Owner

The following regulations govern the connection between the project owner and the planning consultant:

1. Contracts binding.
2. The owner's planning consultant submits the technical planning services and works for the building and its accessories.
3. The project owner or owner pays the planning consultant for planning services/costs (Harper, Molenaar, & Cannon, 2016).

Research Concept Framework

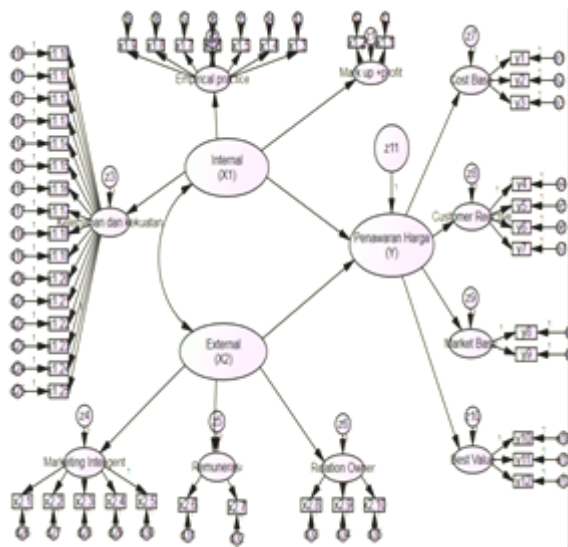The development of previous research into a new model can be seen from the transformation of the model as follows:

Figure 1 Research Concept Framework
Caption:

X1: Internal Independent Variable 1 (the variable that affects other variables)
X2: Independent Variable External 2 (the variable that affects other variables)
Y: Dependent variable of consultant's price quote (Variable affected other variables).
e: Other factors not investigated.

Research Hypothesis

Based on the description of the problem formulation, research objectives, and framework, the hypotheses in this study are:

1. There is an influence of internal factors on the pricing strategy of the government's project planning consultant services.
2. There is an influence of external factors on the pricing strategy of the government's project planning consultant services.
3. There is an influence of internal factors and external factors on the price quote strategy of Government project planning consultant services.

Research Methodology

This study uses quantitative methodology. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine specific populations or samples, sampling techniques are generally random, data collection uses research instruments, and data analysis is quantitative/statistical with the purpose of testing hypotheses (Atkinson et al., 2021).

The data must be interpreted and analyzed for scholars to answer their study questions. Additionally, it is essential to explain a few phenomena. Thus, data analysis is the process of simplifying data into an easily readable format. Additionally, the data are quite straightforward to interpret. As noted previously, quantitative analysis was utilized in this investigation. The respondents' perceptions of the survey were collected as qualitative data, which was assessed using a rating scale. Consequently, it is essential to study the results in their numeric representations.

Conversely, scores and numbers were collected using various statistical methodologies. In this study, a research model was employed to build a structural model. Developing a research model also served to test the proposed hypothesis and evaluate the SEM approach. AMOS 18 is the software used to operate the SEM. This study favored the use of SEM above other techniques since it is a combination of methodologies that enables the calculation of complex connections between variables.

This analysis aims to analyze the link between price quote strategy and influence elements for consulting services in government projects. The effect of various variables will be analyzed in groups classified as independent variables (X). The variable of interest (Y) is the consultant's pricing strategy for government projects. The consultants in West Java will be sampled to identify the independent variable. The bid price submitted in the government project contract is the dependent variable (Y) to be determined using the Structural Equation Modeling (SEM) technique.

The tool that will be utilized to analyze the collected data for this study is SEM AMOS Version 18.00. The model derived from the analysis results is validated using the Delphi technique with users or practitioners in the following step. To build a more effective research model, the Delphi method entails multiple stages in which users and practitioners provide feedback (Arbuckle, 2011).
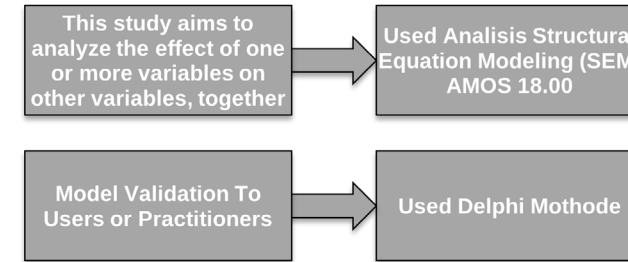

Figure 2 Uses of Research Methods

This research was conducted at a planning consulting firm in West Java that bid on government projects classified as small (tender value $1 billion)

As defined by Banerjee and Chaudhury (2010), a population is a whole group of elements whose objects are typically individuals, transactions, or events that we are interested in researching or will become the research subject. This definition conforms to the population, which refers to the entirety of the unit investigated by a group of individuals, events, or study objects.

This study's population consists of construction consulting service providers who work in consulting firms for all construction consulting services tender projects. This survey included 1,016 active planning consultants working under Inkindo and Perkindo.

According to Sugiyono (2016), a particular technique, commonly known as a sampling technique, is required to obtain a representative sample of the research issue. Probability sampling is used to determine the probability of choosing each sample member. Sampling techniques include essential random sampling, stratified random sampling, cluster sampling, and area sampling. Simple random sample is a simple random sampling (simple) independent of population size. The population exhibits similar tendencies. Stratified random sampling uses a stratified random technique assuming that the sample characteristics are homogeneous. Cluster sampling refers to taking samples in a grouped, spontaneous manner, assuming that the sample properties are heterogeneous. "area sampling" refers to the random selection of samples from regional representatives (Rahman et al., 2022). Due to the lack of data (number of samples) and the restricted number of consulting service providers on minor projects, it is presumed that the number of consulting service providers registered with the consultant union association in West Java is the same.

To determine the number of samples collected following Nattino, Pennell, and Lemeshow (2020) methodology:

$$n = \frac{(Z_{a/2})^2 \hat{p}(1-\hat{p})}{d^2}$$

$$n = \frac{(Z_{a/2})^2\, p(1-\hat{p})}{d^2} = \frac{(1,96)^2 (0,9)(1-0,9)}{(0,05^2)} = 138,2976 \approx 138$$

According to the number of samples derived from the computation mentioned above, which equals 138 samples. On the other hand, it is usual in social science research for some of the respondents' questionnaires to be incomplete or incorrectly filled out. To address this issue, researchers in the present study issued a questionnaire to 250 participants. The author received 153 valid questionnaires with a response rate of 61.2% from respondents.

To conduct research, research variables must be defined. To discover whether or not there is a relationship (association) between two or more variables and the extent of the correlation between the variables under study, the correlation will be determined. Variables can be identified in three ways:

1. Utilizing the definitions of other variables
2. By employing variables as notions that can be presumed to have a range of variable values.

The independent variables are variables that affect such as internal variables (X_1) and external variables (X_2). This study's dependent variable (Y) is the price quote strategy. These two variables are operational variables that are needed in the research method.

Table 1 Research variable

No	Variabel	Simbol	Dimensi
1	Variabel Internal (x_1)	X_{1-1}	Mark up+pro fit
		X_{1-2}	Empirical Practic
		X_{1-3}	SWOT
2	VariabelEketemal (x_2)	X_{2-1}	Marketing Intelegen
		X_{2-2}	Harga Satuan Remunerasi Minimal
		X_{2-3}	Personel relation Owner+SWOT
3	Variabel Penawaran harga konsultan (Y)	Y_1	*Cost Base*
		Y_2	*Customer Reactive*
		Y_3	*Marcet Bace*
		Y_4	*Best Value*

According to Zimbler-DeLorenzo (2021), the operational definition of a concept or construct is a description that describes how a concept or construct is measured in a clear and precise manner. Defining a concept that can be estimated involves examining the concept's dimensions and indicators.

Each variable possesses features and fundamental indicators containing a variety of data and information that can be incorporated into the building of a hypothesis-testing model based on the to-be-utilized statistical model.

To acquire data with high precision and consistency, the research instrument must be valid and dependable; afterward, validity and reliability tests are conducted.

Validity testing is performed to demonstrate that a measuring instrument measures precisely what it is intended to measure. A scale is considered valid if it calculates what it is intended to measure (Ding & Ng, 2007). This study's validity test was performed using confirmatory factor analysis (CFA).

Reliability indicates a score's consistency and stability (measurement scale). Essentially, the reliability test demonstrates the extent to which repeated measurements of the same topic yield reasonably consistent findings from measuring equipment. The SEM reliability test is calculated using the following formula (Ding & Ng, 2007):

$$\text{Variance Extraxt (VE)} = \frac{(\sum \text{Standardloading})^2}{(\sum \text{Standardloading})^2 + \sum ej}$$

0.50 is the threshold value used to determine an acceptable level of reliability (Mohamad et al., 2015). Even though this is not a "dead" metric, if the research is exploratory, values below 0.50 are acceptable as long as they are supported by empirical evidence observed during the exploration phase.

Results and Discussion

The results of the entire model SEM analysis can be seen in Figure 3 below:
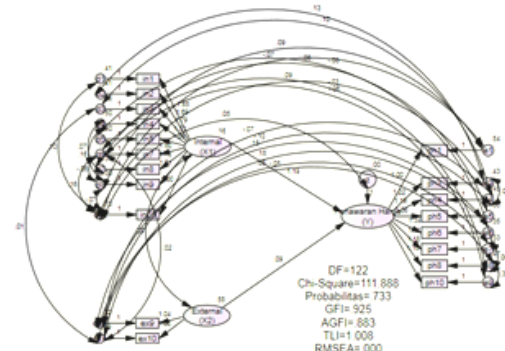

Figure 3 Full Model SEM Diagram

The regression weight above shows that in the full SEM model, it can be seen that the indicators of all variables are all significant (P value < 0.05) or there is a ***

Table 3 regression weight

Regression Weights: (Group number 1-Default model)							
			Estimate	S.E.	C.R.	P	Label
Penawaran Harga_(Y)	<---	Internal_(X1)	1.193	.279	4.277	***	Par_17
Penawaran Harga_(Y)	<---	Exteranl_(X2)	.089	.044	2.019	.043	Par_18
in25	<---	Internal_(X1)	1.000				
in9	<---	Internal_(X1)	1.705	.367	4.642	***	Par_1
in8	<---	Internal_(X1)	1.784	.362	4.931	***	Par_2
in7	<---	Internal_(X1)	1.797	.324	5.543	***	Par_3
in5	<---	Internal_(X1)	1.860	.372	5.007	***	Par_4
in4	<---	Internal_(X1)	1.509	.326	4.627	***	Par_5
in3	<---	Internal_(X1)	1.787	.363	4.924	***	Par_6
in2	<---	Internal_(X1)	1.691	.348	4.852	***	Par_7
in1	<---	Internal_(X1)	1.653	.319	5.174	***	Par_8
ex10	<---	Exteranl_(X2)	1.000				
ex9	<---	Exteranl_(X2)	1.039	.127	8.182	***	Par_9
ph1	<---	Penawaran Harga_(Y)	1.000				
ph3	<---	Penawaran Harga_(Y)	1.219	.184	6.632	***	Par_10
ph4	<---	Penawaran Harga_(Y)	1.190	.182	6.534	***	Par_11
ph5	<---	Penawaran Harga_(Y)	1.364	.194	7.035	***	Par_12
ph6	<---	Penawaran Harga_(Y)	1.344	.190	7.062	***	Par_13
ph7	<---	Penawaran Harga_(Y)	1.411	.196	7.195	***	Par_14
ph8	<---	Penawaran Harga_(Y)	1.182	.183	6.463	***	Par_15
ph10	<---	Penawaran Harga_(Y)	1.163	.181	6.441	***	Par_16

Standardized regression weights indicate that all variables' indicators are valid because they have a standard factor loading value of > 0.5 (Mohamad et al., 2015).

Table 4 Standardized regression weights

Standardized Regression Weights: (Group number 1-Default model)			
			Estimate
Penawaran Harga_(Y)	<---	Internal_(X1)	.908
Penawaran Harga_(Y)	<---	Exteranl_(X2)	.127
in25	<---	Internal_(X1)	.429
in9	<---	Internal_(X1)	.774
in8	<---	Internal_(X1)	.784
in7	<---	Internal_(X1)	.793
in5	<---	Internal_(X1)	.810
in4	<---	Internal_(X1)	654
in3	<---	Internal_(X1)	772
in2	<---	Internal_(X1)	730
in1	<---	Internal_(X1)	724
ex10	<---	Exteranl_(X2)	818
ex9	<---	Exteranl_(X2)	861
ph1	<---	Penawaran Harga_(Y)	886
ph3	<---	Penawaran Harga_(Y)	702
ph4	<---	Penawaran Harga_(Y)	688
ph5	<---	Penawaran Harga_(Y)	770
ph6	<---	Penawaran Harga_(Y)	772
ph7	<---	Penawaran Harga_(Y)	793
ph8	<---	Penawaran Harga_(Y)	676
ph10	<---	Penawaran Harga_(Y)	671

Full model feasibility.

Because the probability value of the chi-square is more than 0.05, which is 0.733, the entire model 3 SEM has good goodness of fit, as depicted in Diagram 3. Similarly, the DF, GFI, AGFI, and TLI values are within the desired range.

The GFI command initiates the goodness of fit index, often known as GFI. Its values vary from zero to infinity. It will be advantageous for the research if the GFI value is more significant. Greater than 0.90 is regarded as a strong fit by the GFI, whereas between 0.80 and 0.90 is considered a borderline fit. According to the findings of the present investigation, the GFI ranges between 0.80 and 0.90.

TLI is often referred to as the Tucker-Lewis Index. Literature also refers to it as Rho 2. It is one of the fundamental indices used to demonstrate that any sample size is influenced. This minimum number must be greater than 0.90. According to the results, the condition is satisfied as the TLI value exceeds 0.90.

Adjusted Goodness of Fit index (often abbreviated AGFI) The AGFI command generates this. The range of the AGFI value is between 0 and 1. A good fit is considered if the AGFI value is more than 0.90. In contrast, a result between 0.80 and 0.90 is regarded as a marginal fit. This is demonstrated by the findings of the present investigation (Hooper, Coughlan, & Mullen, 2008). More details can be seen in table 5 below:

Table 5 shows the entire model 3 SEM has good goodness of fit

No	Index Goodnes of fit	Nilai Batas	Hasil	Kriteria
1	DF	.>0	122	Over Identified
2	Chi-Square	. <148,78	111,888	Good Fit
3	probabilitas	≥0,05	0,773	Good Fit
4	GFI	≥0,90	0,925	Good Fit
5	AGFI	≥0,90	0,883	Marginal
6	TLI	≥0,95	1,008	Good Fit
7	RMSEA	≤0,08	0,000	Good Fit
8	CFI	≥0,95	1,000	Good Fit
9	CMIN/DF	. <2	0,917	Good Fit

The structural equations generated by fit model 3 can be formed from the AMOS 18.00 output on the Standardized Regression Weight model, namely:

Structural Equation:
Price quotation (Y)=0,908*Internal (X1)+0,127*External (X2)+0,012*e

Hypothesis Test Results
Hypothesis 1
Critical Ratio Value or CR of 4.277≥1.967 or a probability value (p) of 0.000≤0.05, then H0 is rejected, which means that internal factors influence the price offer of a planning consultant service in a government project.

Hypothesis 2
Critical Ratio Value or CR of 2.019≥1.967 or a probability value (p) of 0.043≤0.05, then H0 is rejected, which means that there is an influence of external factors on the price offer of a planning consultant service in a government project.

Direct, Indirect, and Total Influence

Influence analysis is intended to see how strong the influence of a variable on other variables is, either directly or indirectly. The interpretation of these results will have an essential meaning for determining a clear strategy for improving the project's bidding strategy. The results of the calculation of direct, indirect, and total effects by AMOS 18.00 are as shown in the following table 6:

Table 6 Direct, Indirect and Total Influence

Structural Analysis	Direct Influence	Indirect Influence	Total Influence
Internal→ Price quotation	0,908	-	0,908
External→Price quotation	0,127	-	0,127
Amount			1,035
Square Multiple X1, X2, To Y			0.988

The direct effect of internal variables on the price offer is 0.908. The immediate impact of external variables on the price offer is 0.127.

The total influence of internal and external variables on the price supply variable is 1.035.

The percentage contribution of the influence of internal variables on the price supply variable is 0.908 x 0.988=0.897 or 89.0%

The percentage contribution of the influence of external variables to the price supply variable is 0.127

x 0.988=0.125 or 12.5%

The percentage contribution of the influence of internal and external variables simultaneously on the price supply variable is 0.988 or 98.8%.

Discussion
Internal variables, including the dimensions of markup plus profit, empirical practice, and SWOT, influence the price quotation technique are discussed. The greatest extent resides in the empirical approach, which demonstrates that the experience gained from working on a project becomes a guideline for the effort or strategy used to bid the project price to win the next contract.

External variables comprising marketing intelligence, compensation, and personnel relation owner characteristics influence the price quotation approach. The highest dimension is in owner relations personnel, indicating that the relationship between the consultant and the owner is based on an employment contract. This means that the existence of a work contract between the consultant and the owner will provide legal certainty regarding the status of the work, which includes the agreement and the working conditions so that if problems arise in the future, they can be adequately resolved through kinship, technical means, and/or the court system.

A new kind of price quote technique for a government planning consultancy business. A new model (state of the art) in the consultant's price quote strategy to win the project tender, specifically "empirical practice and owner relations personnel as a price quote strategy for a planning consultant service in government projects" The dimension of the internal variable (X1) is empirical practice. In contrast, the dimension of the external variable (X2) is the personnel relation owner (X2).

Conclusion, Limitations, and Implications
The following conclusions can be taken from the descriptive analysis and statistical analysis results and the discussion in this study:

Internal variables considerably impact the government's pricing strategy for project planning consultant services.

External circumstances significantly influence the pricing approach for the government's project planning consultant services.

Internal and external elements significantly impact the pricing strategy for the government's project planning consultant services.

4. A new model of consultant price quote strategy for winning project tenders, namely "empirical practice and owner relations personnel as a price quote strategy for planning consulting services in government projects."

Few limitations exist in the present investigation. The proposed model of this study is evaluated using AMOS. Future studies may utilize additional methods like Smart PLS to investigate the current model further. In addition, any moderating variable would be an intriguing addition to the model suggested for this study. This model can be evaluated in other regions, including Thailand and Malaysia. The outcomes of this study will assist government bodies in formulating policies on the cost of construction projects.

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