

## Supervision of the Implementation of Road Maintenance in the Department of Public Works and Urban Planning

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### ABSTRACT

This study aims to identify and analyze Supervision of The Implementation of Road Maintenance in The Department Of Public Works And Urban Planning. The Public Works and Spatial Planning Office of the City of Banjarmasin has not been effective because there are roads that are not in accordance with the needs of the community, this is because the roads are functioning does not cover the entire project. The inhibiting factors in supervising road and road construction projects concern (1) a lack of quality of road supervisors, (2) the lack of funding for road supervision so far is still very minimal, and (3) the condition Inadequate work infrastructure and facilities at the public works and spacial planning office.

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## **INTRODUCTION**

Road and bridge infrastructure in general in Indonesia has a vital role in national transportation by serving around 92% of passenger transport and 90% of freight transport on the existing road network. So far the total capitalized value of National road infrastructure assets alone has exceeded two hundred trillion rupiah, which plays a very strategic role in reducing transportation costs. If road infrastructure is continuously developed to make it more reliable, then roads will be one of the factors that have a positive influence on economic development. This will also increase the competitiveness of the regional economy in the national economy, which in turn is expected to increase the competitiveness of the national economy against the international economy.

As an illustration, supervision at this UPTD has not used a third party as in other road repair sub-activities. As well as the minimal number of ASNs in the UPTD self-management of road and bridge maintenance, namely there is only one UPT head and one Head of UPT TU subdivision. Based on the Mayor of Banjarmasin Regulation number 103 of 2016 concerning the organization and work procedures of the Banjarmasin city service and agency technical implementation units, the UPTD self-management of road and bridge maintenance should have one head of UPT and one head of the sub-section of the TU and Functional Position Groups. In this group of functional positions there should be three people in each available position, meanwhile the fact that at the beginning of 2021 none of the functional positions were occupied because in mid-2020 there was one person who retired and at the end of 2020 there was one more person who died.

To support work processes related to handling development projects carried out by the government technically operationally, the Public Works and Spatial Planning Office of the City of Banjarmasin in general needs to make improvements to human resources which are considered to have not worked effectively when the project was implemented or has been implemented. However, in reality there are still development projects that deviate, especially regarding the construction of facilities that are used for social and public purposes which result in the project not being able to run according to plan and not being able to function as it should, therefore supervision as a management function needs to be carried out as effectively as possible. .

Judging from the projects that have been carried out, it appears that there are often problems where the results of the projects being carried out are not in accordance with what is in the field, as evidenced by the existence of roads that have been projected for the benefit of the community, which do not last long. Regulation of the Minister of Public Works No.13/PRT/M/2011, UPTD Swakelola Road and Bridge Maintenance Public Works and Spatial Planning Office of Banjarmasin City is obliged to carry out monitoring and reporting activities on the implementation of road maintenance as a form of effort to maintain and improve the function and quality of existing roads in Banjarmasin city.

According to Baratakusuma (2015: 43) In relation to the implementation of development, supervision is one way to build and maintain the legitimacy of citizens for government performance by creating an effective monitoring system, both internal control and external supervision (external control). In addition to encouraging community oversight (social control).

According to Sujamto (2012:54) monitoring objectives are findings that state the occurrence of deviations from plans or targets. Meanwhile, the actions that can be taken are: (1) Directing or recommending improvements; (2) Suggesting that waste be suppressed; (3) Optimizing work to achieve the target plan.

In this regard, the Public Works and Spatial Planning Office of the Banjarmasin City Government has the task of providing operational technical services in the field of work handled by the government in order to enhance the social status of society through sustainable development.

In order to expedite service activities for the effective and efficient handling and management of development work, it is necessary to have supervision of the work by field supervisors who are highly dedicated and full of responsibility for the duties and functions they carry out. Because the smooth implementation of development and general government tasks is very dependent on the ability of its employees to carry out supervision.

In reality, the road will experience a decline in condition due to road damage, Therefore to slow down the rate of deterioration and maintain road conditions at a proper level it is necessary to carry out proper maintenance in a timely and effective manner so that the road can function according to the planned useful life previously.

To support work processes related to handling development work carried out by the government technically operationally, the Public Works and Spatial Planning Office of the City of Banjarmasin needs to make improvements to human resources which are considered to have not worked effectively when the work was carried out or has been carried out. However, in reality there are still development works that deviate, especially regarding the construction of facilities that are used for social and public purposes which result in the work not being able to go according to plan and not being able to function as it should, therefore supervision as one of the management functions needs to be carried out as effectively as possible. .

Routine maintenance is treatment that is given only to the road surface layer which is to improve driving quality, without increasing the structural strength of the road, and is carried out throughout the year. Periodic maintenance is road maintenance that is carried out at certain times and is meant to increase structural capacity. Besides that, a number of employees who are empowered to carry out supervision of the implementation of road maintenance at the Public Works and Spatial Planning Office of the Banjarmasin City Government, are still lacking in terms of quantity, thus showing the phenomenon of an imbalance between the workload being carried out and the required workforce.

## THEORETICAL REVIEW

### *Supervision Concept*

Supervision is essentially an attempt to find out the conditions of the activities being carried out whether these activities have reached the specified targets. If there is a deviation where the occurrence of the deviation and the actions needed to overcome the deviation. Another purpose of supervision is to find out how far the level of achievement or level of completion of activities is in order to achieve the goals that have been set. Besides this, supervision also seeks to find out and avoid possible errors in the future and seeks efforts to prevent them (Indriyu Gitosudarmo, 2012: 123).

The supervision process according to Indriyo Gitosudarmo (2012: 123) includes seven stages of the process, namely: Standard Setting Process, Evaluation Process or Assessment Process, Improvement Process, Standard Setting, and Characteristics of the desired work results.

Supervision must be guiding. If it has been determined what is not appropriate and who is wrong and the causal factors have been identified, a manager must have the courage to take the action that is deemed most appropriate so that mistakes made by subordinates do not recur even though other tendencies to make mistakes may not be completely eliminated. remembering that imperfect human nature. Even the imposition of sanctions in the form of punishment, if necessary, must be in accordance with the applicable provisions. Supervision as one of the managerial organic functions. This means that the core of the discussion revolves around what is known today as "inherent surveillance" or "Built in control". As a management concept, "attached" means the supervisory authority possessed by each senior official due to his position. As has been said repeatedly in this book, supervision as an organic function of management is one of the main tasks of everyone who occupies a leadership position, starting from the top management to the lowest level officials such as foremen, heads of sub-divisions, heads of sections and positions of lower leadership. others with various kinds (Siagian, 2014: 198).

### *Type or Type of Supervision*

In the following, various types of supervision that occur within the government are discussed as concrete examples as well as strong evidence of the importance of carrying out all administrative and management processes in an efficient, effective, economical and productive manner.

Other types of supervision according to Maringan Masry Simbolon (2014:33) are as follows

Monitoring from within the organization (*Internal Control*), Supervision from within, means supervision carried out by supervisory apparatus/units formed within the organization itself. This supervisory apparatus/unit acts on behalf of the head of the organization. The supervisory apparatus/unit is tasked with collecting all data and information needed by the organization. Progress and setback data in the implementation of work. The results of this supervision can also be used in the value of the leadership's wisdom. For this reason, sometimes the leadership needs to review the policies/decisions that

have been issued. Conversely, leaders can also take corrective actions on the implementation of work carried out by their subordinate *sinternal control*.

Supervision from outside the organization (*external control*) External supervision (*external control*) means supervision carried out by supervisory apparatus/units from outside the organization. The supervisory apparatus/unit from outside the organization is the supervisor acting on behalf of the superior of the organization's leadership, or acting on behalf of the organization's leadership at his request, for example supervision carried out by the Directorate General of State Financial Supervision. For a department, this supervisory apparatus acts on behalf of the government/president through the minister of finance. While the supervision carried out by the Audit Board of the Republic of Indonesia, is the inspection/supervision that acts on behalf of the Republic of Indonesia. In addition to the supervisory apparatus carried out on behalf of superiors from the leadership of the organization, organizational leaders can also ask for help from outside the organization. Requests for inspection/supervision assistance from outsiders, for example consulting firms, private accountants, and so on. Requests for inspection/supervision assistance from outsiders are usually made to a company with specific purposes, for example to find out its work efficiency, to find out the amount of profits, to find out the amount of taxes to be paid, and so on.

There are two types of supervision according to Siagian (2012: 42), namely direct supervision and indirect supervision: (1) Direct supervision is supervision carried out by leaders on their subordinates, this supervision is usually in the form of direct inspections; (2) Indirect supervision is supervision carried out by leaders on their subordinates from afar in the form of reports submitted by their subordinates, these reports can be written or verbal (Siagian 2013: 115).

Types of Supervision according to Daly Erni (2008:23) 1. Internal and external supervision: (a) internal control. Supervision is carried out by people from agencies/units/agencies within the unit's environment. It is carried out under the supervision of a direct superior or inherent supervision; (b) External supervision. Supervision is carried out outside the agency/unit/agency. 1945 Constitution Article 23E. "To examine the management and responsibility for state finances, a free and independent Audit Board is held. 2. Preventive and Repressive Supervision; (a) Preventive Supervision: before the activity is carried out; (b) Regressive Supervision: after the activity is carried out. 3. Active and Passive Supervision: a. Active surveillance (close) Is a type of supervision carried out at the place of activity concerned, b. Passive Surveillance, Conducting research and testing of accountability letters accompanied by evidence of receipts and disbursements. 4. Supervision of formal correctness according to rights and material truth regarding the intent and purpose of expenditure: a. Supervision based on examination of formal correctness according to right is an examination of whether expenditure has complied with regulations, has not expired, and the right has been proven correct. b. Supervision of material correctness regarding the intent and purpose of expenditure is an examination of whether expenditure has fulfilled the

economic principle, namely that expenditure is necessary and costs are as low as possible. Nanang Fattah said that supervision must be seen as an information system, because the speed and accuracy of corrective action as the final thing in the monitoring process depends on the type of information received.(Fattah, 2004:102).

Functional supervision. State institutions with activities that are so complicated and complex, it really needs a type of supervision that is functional by using human workers who have special knowledge and special work in the field of supervision. The understanding of functional supervision has actually been attached to institutions which functionally have duties, principals and functions in the field of supervision.

Community oversight. The implementation of community supervision is shown to the government as the administration of the state so that there is no misuse of resources owned by the government on behalf of the state. In reality, it is the rulers who abuse state resources the most, especially the administration of government, for example manipulation of taxes, finance and so on.

Administrative oversight. The purpose of administrative oversight in public institutions is to collect data and share or distribute an activity or work based on justice and in accordance with the capabilities of each institutional member. Therefore, to create conditions like this, it is very necessary to apply or carry out administrative supervision so that institutional activities can run as expected.

Technical supervision. To be able to maximize the results of technical work in accordance with the field of technical work itself, so as to create maximum results to fulfill the welfare of institutional members and community members.

Leadership oversight. Every institution has two elements of human position in it: first, the element as a leader and second as a led element. As a led element, it functions to carry out activities or work given by the leader element, while as a leadership element, it has the duty to supervise those it leads so that the work carried out can run well and prevent the possibility of waste that can result in harm to the members of the institution itself. . Without real leadership supervision, it can be said that the executors of the activities will not be able to work discipline.

Supervision of goods, control of goods means an effort made consciously to ensure the security of an item in order to provide benefits to the implementation of institutional duties that have rights regarding said item.

Service supervision. What is meant here is a reward given to a person or group of people who are members of an institution, services from a third party or vice versa, will not work as it should, nor will there be proper and firm supervision, moreover the results of the services will provide a very high value. valuable to someone or several people in his life, so there is a possibility to be owned personally

Internal monitoring. State institutions have sub-institutions including executive, judicial, auditive and the like and Oversight formed within the institution itself to secure in order to facilitate the implementation of tasks, this

institutional unit is what is meant here as internal control. Internal control must be carried out properly so that the goals expected by all human beings in the institution can be realized as well as possible and to support the welfare of all members of the institution concerned.

External supervision. External supervision, namely supervision carried out legally by supervisory institutions that are outside certain sub-institutions, for example the Indonesian state, an institution established to oversee the implementation of state finances (Siagian 2013: 115).

#### *Characteristics of Effective (Good) Supervision*

To be effective, a surveillance system must meet certain criteria. Criteria for activities that are 1) correct, 2) timely, 3) cost-effective, 4) accurate, 5) acceptable to those concerned. The more these criteria are fulfilled, the more effective the monitoring system will be. According to Handoko (2015: 371-372), the characteristics of effective supervision can be further specified, as follows: (1) Accurate. Information about the implementation of activities must be accurate. Inaccurate data from monitoring systems can cause an organization to take the wrong corrective actions or even create problems where none exist; (2) Be on time. Information that must be collected, submitted and evaluated as soon as possible if repair activities are to be carried out immediately; (3) Objective and thorough. Information should be easy to understand and objective and complete; (4) Focus on strategic control points. The control system should focus on the areas where deviations from standards are most common or will cause the most serious damage; (5) Economically realistic. The cost of implementing a control system must be lower, or at least equal, to the allowable use of the system; (6) Organizational realistic. The control system must match or be in harmony with the realities of the organization; (7) Coordinated with the work flow of the organization. Monitoring information must be coordinated with the work flow of the organization, because: (a) Each stage of the work process can affect the success or failure of the entire operation, and; (b) Monitoring information must reach all personnel who need it. Flexible. Supervision must have flexibility to respond or react to threats or opportunities from the environment.; (8) Is as a guide and operational. An effective control system must indicate either the detection or the definition of standards, what corrective actions should be taken; (9) Accepted by members of the organization. The supervisory system must be able to direct the implementation of param work by members of the organization by encouraging feelings of autonomy, responsibility and achievement.

#### *Supervision Style*

Everyone who performs supervision has their own style. The supervisory style is a typical behavior of the supervisor when he carries out the supervisory function. This behavior depends on the work pattern of the person carrying out the supervision.

As described by Udi Turmudi Saputra (2012:32) the supervisory style is divided into four, namely: (1) Retunization. Supervision of this style is often in

action with efforts to limit behavior. Tools used: tasks, rules, and procedures. Principles of compliance, reliability and predictability; (2) Directors and *surveillance*. Behavior is monitored from the outside by directors (direction of others). The directors or command are supported by the existence of power and authority. The result that is measured is behavior. The effect is that of submission and submission. The first and second styles are carried out in a bureaucratic organization; (3) Regulation. Supervision through regulation of the target approach, the role of behavior chooses behavior that produces output. The system uses cybernetics. Actions are performed, results are measured, compared to standards, deviations are recorded, and alternative courses of action are selected. With feedback immediate corrections can be made; (4) Planning. Supervision through planning with a results approach.

Therefore, to achieve the goal, it is not only changing the elements in the system, but also changing one system with other systems. Control through planning relates to dropping existing systems and creating new systems as replacements.

Thus, the supervisory style can be recognized by identifying the typical behavior that the supervisor performs when he or she performs the supervisory function. The supervisory style originates from how the supervisor perceives a reference that is actualized by his actions when he carries out supervision. Is it the routine actions that are repeated over and over again with an emphasis on the tasks, regulations and work procedures that must be carried out by his subordinates.

It can also be done by giving authority to other people to carry out supervision, so that the supervision carried out becomes multilevel and spanning (span of control). The supervisory style can also use regulation which basically regulates one's behavior with policies determining the role of each subordinate according to their position. One other supervisory style is planning, where the supervisor tend to replace the existing system with a new system to carry out supervision. Then the correction is carried out thoroughly because all system components change.

#### *Purpose and Purpose of Supervision*

The purpose and objectives of supervision according to Handayani (2014:43) is: (1) To prevent or correct errors, irregularities, other non-conformances that are not in accordance with the duties and authorities that have been determine; (2) So that the results of the implementation of the work are obtained in an efficient and effective manner in accordance with a predetermined plan.

Supervision is a statement of realistic identification of actions carried out by humans individually or in groups in an institution or organization, similarly that supervision can be carried out by individuals or groups, the results or findings in supervision become a benchmark for assessing success. work carried out by individuals or groups of people, the truth of supervision findings is the only awareness that is able to integrate the results of past and present work,

then carry out a pattern of thinking by predicting future conditions in an institution.

This argument raises the question, what is meant by surveillance findings? What is meant by the findings of supervision here is there work or activities carried out by a person or several people in an institution.

Explanations relating to findings in an oversight actually have the function of providing complete clarity with the trustworthiness of all parties, especially those who supervise activities that have been or are being carried out by the supervised party, so that the results of supervision as findings always provide justice and convey indeed the truth. Therefore, in the process of carrying out supervision so as to find clear and precise findings based on facts that are not in doubt. There are several Explanations, namely: (1) Explanation of necessity, meaning that with a finding under supervision, of course there is a necessity for the person doing the supervision to provide clear and straightforward findings to the person being supervised. Then for those who are supervised there is also a necessity to improve the deficiencies or weaknesses of the findings for supervisors, so that future institutional activities can run according to previous expectations.

The essence of the word must, if we ponder in depth that the purpose of supervision is successful satisfactorily and optimally, there are probably two attitudes that are carried out, the first is the attitude by coercing someone who does it and the second is the granting of authority in which implementation requires accountability in accordance with the reality it produces; (2) Functional expansion. As we understand that the supervisor is a functional position that requires special expertise so that the results of the implementation of supervision do not create doubts for the supervised unit or institution in carrying out its duties; (3) Empirical Explanation. Findings under absolute supervision can be proven empirically in accordance with the actual conditions so as not to create multiple interpretations. If the evidence in the supervision findings can create multiple interpretations, it is very possible for misdirection to occur both for those carrying out the supervision themselves, as well as those carrying out institutional activities as the supervised party always creates doubts, so they do not dare to take a firm stance; (4) Legal formal explanation. As a whole, activities within the institution have been formally planned and then divided into work units in certain institutions bound by a juridical provision where coercion can be treated if there are juridical members where coercion can be treated if there are members. findings in supervisory actions on the implementation of institutional activities.

Government Oversight Process through: (1) Preventive and Repressive Oversight, Supervision of the implementation of regional government is carried out in a preventive and repressive manner. Preventive supervision is carried out before a regional government decision comes into effect and on regional regulations before the regulation is promulgated. Preventive supervision is not carried out on all decisions or regulations regarding certain matters, which according to the provisions in government regulations or new laws can apply after obtaining approval from officials. authorized.

The manifestation of preventive supervision is giving approval or not authorization. Repressive supervision can be carried out at any time and against all decisions and Regional Regulations. The form of repressive supervision is canceling or suspending the entry into force of a regional regulation. Suspending is a preparatory action for a cancellation, but that does not mean that every cancellation must always be preceded by a suspension, or in other words, cancellation can be made without prior suspension.

The agency authorized to carry out supervision is the authorized official; (b) Active and Passive Supervision, Close supervision (active) is carried out as a form of "Supervision carried out at the place of activity in question" This is different from remote (passive) supervision which is carried out through, "Research and examination of the letters of accountability accompanied by evidence of receipts and expenditures".

On the other hand, Supervision is based on formal correctness checks according to rights (*regularity*) is "checking whether the expenditure is in accordance with the regulations, not expired, and the right has been proven true". Meanwhile, rights based on material truth regarding the purpose of spending (*efficiency*) is "examination of expenditure whether it meets economic principles, that is, the expenditure is necessary and the costs are as simple as possible".

#### *Flow of Research Thought*

To assess the success of the implementation of the development is basically regardless of the objectives of the regulatory policy for routine road maintenance carried out by the developer. The purpose of routine road maintenance policies in terms of repairing public facilities (*fasum*) and social facilities (*fasos*) which is the focus of this research is to improve the quality of people's lives in all aspects.

The Banjarmasin City Government has issued a policy regarding the basic provisions for developers to build roads and bridges that can achieve this goal which is contained in Regional Regulation No. 24 of 2012 including the obligation of the Banjarmasin City government to provide roads and bridges.

Perfect implementation of a policy or program is not as simple as one might imagine, but it is still faced with various difficulties such as technical difficulties, target group behavior, clarity of resource allocation, coordination, economic, political and social conditions. These difficulties are at the same time an obstacle that can affect the success of policy implementation. As a result the program is not implemented or may fail.

As stated by Wahab (2014: 61) that state policy in principle carries a risk of failure. In accordance with the opinion of Sujamto (2012: 77) that the specificity of the benchmarks used as indicators of development supervision lies only in the object. This object is the benchmark used. The indicators in question are: (1) Define standards; (2) Evaluate or measure the actual statement; (3) Comparing the facts and findings; (4) Report to the leadership on the development carried out. Conceptual Framework can be described as Figure 1 below.

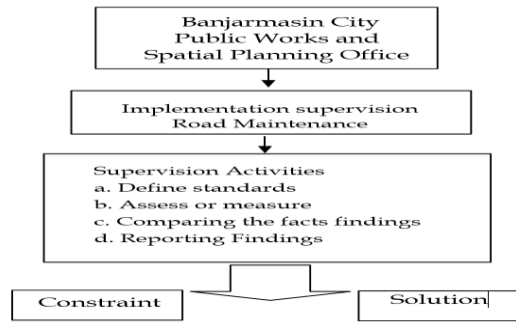


Figure 1. Conceptual Framework

## METHODOLOGY

This study uses a qualitative approach, namely an approach that works with words, concepts, information, without algebraic or numerical symbols (Brannen, 2014).

This research method is an evaluative type and field research (evaluatif study research and field study research), this research intends to study intensively about the background of the current situation, and the interaction of a social, individual, group, institution and society (Usman,

2014: 4). The unit of analysis for this research is the leadership and staff of the Public Works and Spatial Planning Office of the Banjarmasin City Government. Data collection prioritizes participatory observation, interviews, and documentation.

## RESULTS

### *Supervision of Road Maintenance Implementation*

The results of the analysis must be related to the benefits of the work results, conformity to the requirements of the work results and the characteristics of the activity processes including opportunities for preventive action. Meanwhile, supervision of work results that do not comply or do not meet the requirements must be identified and separated from suitable work results to prevent uncontrolled use.

Based on the results of the research, it can be seen that the supervision of the implementation of road maintenance at the Public Works and Spatial Planning Office of the Banjarmasin City Government which has been carried out is still not optimal. in an ideal capacity has not been implemented properly.

This supports research conducted by Mujianto (2014) which states that the Head of the Public Works Service's Supervision of bridge and road construction projects carried out by the Project Section is not in accordance with what is in the field as evidenced by the fact that buildings that have been projected for the benefit of the community do not last long.

This research is also in line with what was done by Susantie. (2013) said that supervision of bridge and road construction projects was carried out by public works in principle that had been carried out optimally, however, it still could not be said to be successful because there were roads and bridges that were not in accordance with the needs of the community, this was because roads and bridges were not function does not cover the entire project

Actions that must be carried out on work that does not meet the requirements include: (a) the person in charge of each activity must ensure that the results of each stage of activity that do not meet the requirements are identified and controlled for follow-up of the activity stages related to the previous stage, (b) The implementation of supervision of non-conforming work results must be regulated in the procedure for controlling non-conforming work results which is part of the quality procedure.

Procedures for non-conforming work results must include at least: (1) Determination of personnel who are competent and have the authority to determine non-conformance of work results for each stage (2) mechanisms for handling non-conforming activity results including procedures for releasing non-conforming work results. re-verification mechanism to demonstrate conformity with the stipulated requirements. (3) supervision of non-conforming work must be carried out by validating its use and acceptance based on a concession by the user or utilization of the work results.

This is in accordance with the opinion of Siagian (2014: 86) which states that in an effort to eliminate the causes of discrepancies and prevent the recurrence of non-conforming work results, corrective and preventive actions are required as regulated in quality procedures. Corrective action procedures must at a minimum include activities including: (a) describing non-conformities, (b) determining/analyzing the causes of non-conformities, (c) establishing a treatment plan to ensure that non-conformities will not be repeated and a timetable for handling. (d.) assign officers to carry out corrective actions, (e) record the results of actions taken, (f) verify corrective actions that have been taken. Meanwhile, preventive actions are determined in an effort to minimize the potential for non-conformities that will occur, including their causes.

Preventive actions should consider their potential impact and the effects of other preventive measures. For this reason, it is necessary to identify potential non-conformities and plan the necessary actions to prevent non-conformances from occurring as well as verify the preventive actions that have been implemented.

This is in line with Noor's opinion (2013: 284) Supervision of road maintenance or road repair work is important in efforts to increase the capability and development of a good road network, to serve land transportation traffic and developing areas. Supervision of road infrastructure needs to be carried out so that the safety and comfort of the community as road users is maintained. Because errors and excess of unreasonable actions during the implementation of road repairs can occur at any time. So that it can have a big impact on the people who cross the road. And the implementation of supervision can be carried out by the field technical section. As for the steps in the implementation of operational activities to determine the implementation in accordance with the expected plan.

In general, road maintenance implementation projects carried out with APBD funds are projects or activities that support or complement projects or activities financed by APBD. The source of the funds comes from original revenues in the City of Banjarmasin (PAD) itself and from subsidized funds obtained from the provincial government and/or in the City of Banjarmasin at the district level for sub-districts and villages through various distribution methods, including funds from the Assistance Program for Oversight of Road Maintenance Implementation (Inpres Program). ). Apart from being influenced by the preparation of the APBD, the speed of preparing the APBD is also determined by the laws and regulations that apply to governance in the City of Banjarmasin.

The procedure for providing assistance through the Presidential Instruction Program can basically be divided into 2 (two) types, namely assistance that is in the nature of general allocation of assistance (block grant), and which are special or specific assistance (specific grant). For the first, the use of funds is left to the City of Banjarmasin, in the sense that the City of Banjarmasin is in principle given the freedom to determine the projects or activities that best suit the priorities and interests of the City of Banjarmasin. Included in this type of assistance is assistance for supervising the implementation of road maintenance, assistance for overseeing the implementation of road maintenance for sub-districts, and assistance for implementing village road maintenance. For the second type, aid funds are used to finance projects or activities that have been determined, such as assistance for implementing elementary school road maintenance, assistance for implementing road maintenance for health facilities, assistance for reforestation and reforestation, and assistance for road improvement.

Programs and projects for the implementation of road maintenance whose funding comes from the APBD, including funds sourced from the Regional Government of Central Kalimantan Province regarding the Implementation of the Regional Revenue and Expenditure Budget. These refinement efforts, in essence, are intended to increase the efficiency of the regional budget implementation system.

In addition to the Banjarmasin City Government policy, there are provisions regarding procurement of goods and services for development projects, requirements and duties of project leaders and treasurers, DIP revisions, budget payments and disbursements, as well as monitoring and reporting on project implementation. Apart from that, there are also provisions that set a time limit for the use of the remaining budget for road maintenance implementation, as well as those that regulate the utilization of projects that are built.

This is in accordance with the opinion of Kodoatie (2011: 32) which states that oversight of the road maintenance implementation budget in project implementation is carried out by way of public auctions, limited auctions, direct appointments and direct procurement by government officials (departments/agencies) in charge of the project. the. In order to achieve optimal efficiency and effectiveness, the procurement process must meet and follow

certain requirements and procedures and be managed according to a good project management system.

This method of procuring goods and services opens wide opportunities for the participation of the business world. The price unit for each goods and services needed in the context of project implementation is basically guided by the price unit that has been determined by the competent authority. To keep pace with current price developments, the price unit guidelines are reviewed annually.

Changes in economic conditions, climate, natural disasters, price fluctuations, as well as lack of information and weaknesses in project administration, often result in project implementation and estimated budget amounts not being fully implemented in accordance with activity plans and budget allocations contained in the DIP. Budget discipline and orderly financial administration that are stipulated in the APBD implementation system require that this be corrected through the DIP revision mechanism so that the various necessary adjustments can be accounted for. Administratively, requests for revisions are submitted by the department/institution concerned to Bappeda.

Supervision of the implementation of road maintenance implementation projects is developed as part of a planning and supervision system that is functionally carried out by departments/agencies according to the sector/sub-sector they are responsible for. Until the end, strategically the monitoring system and roads still used the B1 form (quarterly report on project implementation).

In addition to a road monitoring system that uses its needs to develop its own format and mechanism for monitoring and supervising the implementation of road maintenance projects for which it is responsible. In order to secure the implementation of road maintenance in achieving its goals and objectives efficiently and effectively, as well as to realize a clean and authoritative government, the City of Banjarmasin's Long and Medium Term Development Strategic Plan 2011 - 2015 developed system utilization and implementation of supervision.

The national oversight system consists of internal oversight, namely oversight carried out by officials who are held through inherent oversight and functional oversight, and external oversight carried out by the public and constitutional oversight institutions, namely the Supreme Audit Agency (BPK).

BPKP has main tasks, including preparing the formulation of policies for financial supervision and implementation of road maintenance, preparing guidelines for internal supervision, namely supervision carried out by functional supervisors.

#### *Factors Inhibiting Supervision of the Implementation*

The implementation of functional supervision increases in line with the magnitude of the burden and the extent of road maintenance implementation activities. If at the beginning of the Strategic Plan for the Long and Medium Term Development of the City of Banjarmasin for 2011 - 2015 functional supervision was focused on supervision to support the implementation of administrative control of the regional development budget for the City of

Banjarmasin, towards the end of this Strategic Plan the scope of functional supervision was expanded to reach an assessment of the level of economy, capacity use and results for the use of resources in achieving the objectives of the road maintenance implementation program.

Roads are one element of land transportation intended to facilitate the movement of people and/or goods. Provision and management of roads are fully carried out by the government, as one of its obligations in providing public services (Sasmita, 2015: 65). Roads as part of the national transportation system have a role. Meanwhile, the problem is the limited road maintenance funds available in the government budget. Limitations on road operation and maintenance costs are a problem that is often encountered resulting in a finding that some people (motorized vehicle users) are willing to pay costs for road surface repairs in the hope of getting positive benefits, including for fuel savings, reducing noise in the vehicle cabin, to increase the feeling of safety and comfort in driving and to increase the efficiency of the process of delivering goods/products from producers to consumers.

In order to avoid overlapping and increase the efficiency and effectiveness of supervision, supervision coordination is carried out from the formulation of policies, planning to the technical implementation of supervision. In this regard, the implementation of supervision between functional supervisory apparatus is coordinated at various levels. At the provincial level, supervision is led by the Regent. This coordination also includes inherent oversight.

Furthermore, the Office of Public Works and Spatial Planning of the Municipal Government of Banjarmasin will coordinate with the policy regarding the implementation of supervision. Meanwhile, the Highways Sector carry out coordination related to the technical implementation of operational supervision. At the Banjarmasin City level, the Head of the Bina Marga Division coordinates the monitoring program in the City of Banjarmasin, under the coordination of the head of the local City of Banjarmasin in accordance with the policies outlined by the Government of the City of Banjarmasin.

This supports the question of Situmorang and Jahir (2014: 43) the inhibiting factor of inherent supervision as one of the management functions has increased its effectiveness, among others, it is very dependent on the large volume of work that is adjusted to the work projects carried out, therefore with the stipulation of obligations for all officials to carry out supervision attached. In addition, every year all agency heads are also required to hold a program to improve the implementation of inherent supervision and follow-up reports on the implementation of inherent supervision at the end of each fiscal year. In this connection, the Office of Public Works and Spatial Planning of the Banjarmasin City Government is tasked with continuously evaluating the implementation of inherent supervision and reporting it to the Banjarmasin City Government.

*Efforts That Have Been Made In Overcoming Obstacles Oversight*

In the framework of carrying out the implementation of road maintenance and improving the system for implementing and supervising the implementation of road maintenance taken to provide direction for the implementation of national road maintenance carried out jointly by the community and the Government. The community is the main actor in carrying out road maintenance and the Government is obliged to direct, guide and create a supportive atmosphere. Community activities and government activities support each other, complement each other, and complement each other in a single step toward achieving the goal of implementing national road maintenance.

Efforts that have been made in overcoming the inhibiting factors for supervising the implementation of road maintenance at the Public Works and Spatial Planning Office of the Banjarmasin City Government are adjusting the planning system for programming and budgeting in the context of administering state government and implementing road maintenance to be developed in an integrated and efficient manner, in line with developments in implementation needs. road maintenance and regional development budget capacity of Banjarmasin City. The ability of government officials both at the province and in the City of Banjarmasin to plan, implement, supervise and control the implementation of road maintenance needs to be further improved.

Policy implementation programs as well as efforts to implement road maintenance for each year are included in the operational plan in the form of APBD. The oversight system for the regional development budget for the City of Banjarmasin and the implementation of road maintenance, both inherent and functional supervision including supervision by the community, is to be strengthened in an integrated and consistent manner in order to achieve efficiency in administering the state and implementing road maintenance. Supervision tools and follow-up efforts are improved in an integrated manner together with the development of officers on community responsibility monitoring techniques accompanied by an increase in national discipline.

Controlling government apparatus is continued and increasingly improved, especially in enforcing government apparatus discipline and in overcoming abuse of authority and other forms of abuse, which harm and hinder the implementation of road maintenance and damage the image and authority of government apparatus, such as corruption, collusion, nepotism, leakage, and waste wealth and regional development budget of Banjarmasin City.

The target of implementing and supervising the implementation of road maintenance systems basically includes improving all elements of the institutional system, infrastructure and facilities, as well as increasing the professional capacity of human resources in the implementing and supervising apparatus for implementing road maintenance. This is intended to realize the accuracy and clarity of policies, the simplicity of implementation procedures, the smoothness and speed of implementation, supervision and supervision, as well as the provision of services to fellow apparatus and the community, which

as a whole are directed at increasing the efficiency and effectiveness of implementing and supervising the implementation of road maintenance.

## CONCLUSIONS AND RECOMMENDATIONS

In principle, supervision of road and road construction projects carried out by the Public Works and Spatial Planning Office of the Banjarmasin City Government has been carried out optimally, however, it can be said that it has not been effective because there are roads that are not in accordance with the needs of the community, this is because the roads are functioning does not cover the entire project.

The inhibiting factors in supervising road and road construction projects carried out by the Public Works and Spatial Planning Office of the City of Banjarmasin concern (1) the lack of quality of road supervisors, (2) the lack of funding for road supervision so far is still very minimal), (3) the condition Inadequate work infrastructure and facilities at the Public Works and Spatial Planning Office of the Banjarmasin City Government, (4) utilization, utilization or follow-up of apparatus resources, (5) placement of apparatus that are not in accordance with specializations, and (6) sending or accompanying include apparatus in one of the officer development programs on supervisory techniques not through mechanisms.

Efforts to Overcome Obstacles in Monitoring the implementation of road maintenance by the Public Works and Spatial Planning Office of the Banjarmasin City Government through (1) improving the quality of human resources, (2) service facilities and infrastructure, (3) increasing the budget for supervision purposes, (4) making a road supervision program must be based on a needs analysis, (5) making an implementation plan that includes the type of officer development on supervisory techniques, and (6) conducting an overall evaluation of the employees who serve as project supervisors.

## FURTHER STUDY

Research still has limitations so that further research is still needed related to the topic Supervision of the Implementation of Road Maintenance in the Department of Public Works and Urban Planning.

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