



Supervision of Road Maintenance Implementation at the Self-Managed Technical Implementation Unit (UPTD) Road and Bridge Maintenance of Public Works and Spatial Planning Agency of Banjarmasin City Government

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ABSTRACT

This study evaluates the supervision of road maintenance implementation by the government, with the aim of identifying inhibiting factors and proposing efforts to overcome them. The research approach was qualitative, with the Head of the Road Division as the key informant and Section Heads and staff as additional informants. Data collection methods included observation, interviews and documentation, and data were analyzed using an interactive analysis model. The identified inhibiting factors include the lack of apparatus quality, inadequate work facilities and infrastructure, insufficient road supervision funds, not optimal utilization of apparatus resources, and inappropriate apparatus placement. Efforts made to overcome these factors include improving the quality of human resources, improving facilities and infrastructure, allocating larger budget funds, implementing supervision programs based on needs analysis, making officer development plans, and evaluating project supervisory employees. By overcoming these inhibiting factors and implementing these efforts, it is expected to increase the effectiveness of road maintenance supervision and provide better road conditions for the community

INTRODUCTION

The government is responsible for fulfilling various infrastructures for the community including roads. Kodoatie (2014) states that infrastructure refers to physical systems that provide transportation, irrigation, drainage, buildings and other public facilities needed to meet basic human needs in the social and economic spheres.

Infrastructure that is built needs to be maintained and monitored so that its benefits can last a long time. Therefore, the supervision factor is important. Whether or not the implementation of development and general government duties is smooth depends on the ability of employees to carry out supervision. The implementation of work supervision in accordance with the needs, will facilitate technical operational services, besides that it is also necessary to take preventive action on the road so that there are no deviations that will hinder and disrupt the course of the work.

Based on observations made, the condition of existing roads, the remaining road conditions that are still not good, are the responsibility of the UPTD which repairs and maintains the road because it is infrastructure built by the government for smooth transportation and regional development. Roads are assets that must be managed and function optimally. In fact, the road will experience a decrease in condition caused by road damage, so to slow down the rate of decline in condition and maintain road conditions at a decent level it is necessary to carry out good maintenance in a timely and appropriate manner so that the road can function according to the previously planned useful life.

To support the work process concerning the handling of development work carried out by the government in a technically operational manner, the Banjarmasin City Public Works and Spatial Planning Agency (DPUPRP) needs to make improvements to human resources that are considered not effective when the work is carried out or has been carried out.

However, in reality there are still development works that deviate, especially regarding the construction of facilities used for social and public interests, which results in the work not being able to run according to plan and cannot function properly, therefore supervision as one of the management functions needs to be carried out as effectively as possible.

Judging from the work that has been done, it appears that there are often problems where the results of the work carried out do not match those in the field, as evidenced by the fact that the buildings that have been done for the benefit of the community do not last long.

This Technical Implementation Unit (UPTD) has many tasks ranging from planning, implementation and supervision, in this study the focus is on road maintenance as a road handling activity that includes maintenance, rehabilitation, support, and improvement of road quality. Road maintenance can be carried out in three ways, namely routine maintenance, periodic maintenance, and improvement.

The phenomenon that occurs in DPUPRP Banjarmasin City is that there is still a lack of quantity of personnel, so there is an imbalance between the workload carried out and the required workforce.

This research needs to be conducted because maintenance supervision is an activity to extend or at least achieve the planned life of the road.

This study aims to evaluate the supervision of road maintenance implementation in DPUPRP Banjarmasin City, as well as identify inhibiting factors and efforts to find solutions in the implementation of road maintenance in Banjarmasin City.

LITERATURE REVIEW

Concept of Supervision

Supervision is essentially an effort to find out the condition of the activities that are being carried out whether these activities have achieved the specified goals. If there is a deviation where the deviation occurs and the action needed to overcome the deviation. Another purpose of supervision is to find out to what extent the level of achievement or level of completion and activities is in order to achieve the goals that have been determined. In addition to this, supervision also tries to find out and avoid possible mistakes in the future and look for efforts to prevent them (Gitosudarmo, 2012: 123).

The description above makes it clear that supervision will not be carried out if there is no or no determination of the goals to be achieved. Therefore, in this case a clear goal must have been achieved. While determining this goal is carried out in planning activities, therefore supervision will not be able to be carried out and will not be able to run without a determined goal (planning). In fact, supervision has no benefit to be carried out if there is no planning that has determined the goals to be achieved.

Supervision efforts will include two things, namely measurement and assessment. First we have to measure how far the achievement of predetermined goals and find out the deviations from the activities that have been carried out. After it can be known how high the results achieved from the activities that have been carried out are, then an assessment can be made of the results achieved with standard measures of predetermined achievements.

Definition of Project

According to Kunarjo (2012: 101) projects are investment activities that use factors of production to produce physical buildings that are expected to benefit in a certain period. Meanwhile, Ma'sud Khasan (2014: 306) suggests that projects are designs and details through activities that can be called development.

Furthermore, Kunarjo (2012: 101) suggests that the project has the following characteristics:

1. The project has a goal of producing goods and services
2. Projects require input or input in the form of resources such as capital, labor, land and leadership
3. Projects have a starting point and an end point
4. Within a certain time the project has a moment of completion.

The results achieved from a development process are a better life than before, in such a context the results of development must provide positive value, but the development of a nation is not a simple single dimension, but includes various modernization and change efforts within the scope of the life of the community and nation as a whole in the fields of political, economic, socio-cultural and national security development which interact with each other in a complex manner.

S.P Siagian (2014: 3) provides the following definition of development: "Development is an effort or series of planned growth and change efforts carried out consciously by a nation, State and government towards modernization in the context of nation building".

The concept of value-added development is explicitly contained in Saul M. Katz's definition of national development as a "major social change from one national situation to another that is seen as more valuable".

Based on the understanding that has been stated above, it can be said that development means:

1. Raising the optimal ability of humans, both individuals and groups.
2. Encourage the growth of togetherness and equal distribution of values and welfare.
3. Putting trust in the community to develop itself according to its own capabilities.
4. Reduce the dependence of one country on another and create a mutually beneficial and respectful relationship.

Technically, districts and cities have the same level of government. Both cities and districts typically have to deal with six interconnected urban sectors, namely land, environment, infrastructure, housing, social facilities and economic development. (Nurmandi, 2014: 98). The infrastructure system is the main supporter of the functions of the social system and economic system in the daily life of the community, which is defined as facilities or basic structures, equipment, installations that are built and needed for the functioning of the social system and economic system of society (Kodoatie, 2014: 9).

Development Watch

Development must change the face of poverty and inequality between developed and developing countries through social justice both nationally and globally. The dominant development model over the past decades has been one that promotes economic growth, market liberalization, globalization, and an intensive carbon industry. Public oversight and institutions are still faced with general conditions and weak democratic oversight of power. Evaluation of the failure of liberal economics recommends that development requires a multidimensional approach where economic development must be balanced with social development, environmental and natural resource sustainability and justice in the distribution of development results. In other words, cooperation between the government, civil society forces, the business world and other elements is needed in a complementary manner.

The challenge now is to uphold justice, but technological disruption is a challenge in itself. Technology also creates different opportunities and capabilities to build a better order, and build transformative change towards a better rating.

In social policy and the welfare state, government spending should be considered as an investment that can boost people's purchasing power. Therefore, in order for social policy to get more space, the first thing that must be changed is the perspective that is too biased towards the principles and interests of market mechanisms. According to Dunn, policy is an intellectual and practical activity aimed at creating, critically assessing, and communicating knowledge about the policy process using various assessment methods by paying attention to 3 aspects which include policy actors in this case the government using a method combining five general procedures commonly used in solving human problems. The policy itself is an action taken by the policy actors, namely the government to achieve a goal to be achieved through programs and activities carried out and Thomas R. Dye (1995, 2) defines policy analysis as everything that the government does, including through a regulation.

The purpose of the state as stipulated in the Preamble of the 1945 Constitution of the Republic of Indonesia is to protect the entire Indonesian nation and the entire homeland of Indonesia and to advance public welfare, educate the nation's life and participate in implementing world order based on independence, lasting peace and social justice.

METHODOLOGY

This research is an evaluative and field study, with the intention of intensively exploring the background of the current situation and the interaction of society, individuals, groups, institutions and communities (Akbar and Usman, 2014). The unit of analysis of this research is the leadership and staff of the Banjarmasin City Public Works and Spatial Planning Agency. This includes the ASN of the UPTD of Self-Management Maintenance of Bridges and Roads, which handles bridge construction and bridge projects.

The key informant in this research is the Head of the Road Division of the Public Works and Spatial Planning Agency, while the informants are the Head of the section in the road sector and staff in the road sector and UPTD.

Data were collected through observation, interviews, and documentation studies. The research data were analyzed using the interactive model of analysis from Miles and Huberman (2014),

RESEARCH RESULTS

Supervision of Road Maintenance Implementation in DPUPRP Banjarmasin City developed various programs so that the implementation of road maintenance implementation runs efficiently and effectively. Because the system of implementation and supervision of road maintenance is a vehicle to support the successful implementation of road maintenance in all sectors and is the responsibility of all levels of apparatus, the program to improve the system of implementation and supervision of road maintenance is basically carried out in all fields and sectors of road maintenance implementation.

Efforts to improve various policies, regulations and procedures for the implementation of road maintenance are strengthened by coordination, openness, and integration, among others, through improving the information system and mechanism for preparing road maintenance implementation policies including in the budget policy program, as well as harmony and integration between the APBD and APBD, as well as in the implementation stage. To improve access to information and foster a sense of ownership and responsibility.

Other activities, such as the dissemination of policies and laws and regulations to all levels of society, were carried out both in the province and in Banjarmasin City. Because of its cross-sectoral nature, coordination, integration, synchronization, and simplification of implementation procedures are most important in order to increase the efficiency and effectiveness of road maintenance activities.

To support the utilization of the system and implementation of road maintenance so that the implementation of national road maintenance is carried out more efficiently and effectively, and to implement and achieve the various objectives of utilizing the system and implementation of supervision of road maintenance implementation, the policy of road maintenance implementation in the field of supervision is described in the main program and supporting program.

The main programs in the context of the utilization of supervision are the program for the utilization of the system and the implementation of supervision, and the program for the development and popularization of supervision of the supervision of the implementation of road maintenance.

1. Setting standards for road maintenance implementation supervision.
2. Observation of facts in the field on the supervision of road maintenance implementation.
3. Comparison of observed facts on road maintenance implementation monitoring.
4. Reporting to the leadership on the supervision of road maintenance implementation.

Implementation guidelines are based on the implementation guidelines required in the implementation of bridge construction and rehabilitation and mostly refer to the Mayor's Decree which is administratively implemented through DPUPRP Banjarmasin City. while technically carried out by the Highways Division which is adjusted and made Technical Guidelines for Supervision of Road Maintenance Projects specifically for bridge work as well as newly created implementation guidelines as follows: (1) This design review guide is in accordance with the scope of activities. The design review guide will be made in the form of Implementation Guidelines (PP) including guidelines for collecting field data needed in detail to support design review or design review, compiling technical calculations, making design drawings in accordance with technical planning standard operating procedures due to changes in the field, (2) Supervision Guidelines, supervision and technical reporting of bridge work discrepancies. Non-conformity reports are reports or notes made by Supervisory Consultants and Service User staff in the field to be submitted to Service Users regarding non-conformity of an item of work in the field both regarding quality, volume/quantity, and appearance.

Procedures in the implementation of supervision of road maintenance implementation in Banjarmasin City include (1) before verification of work is approved, supervisory consultants and Service User staff evaluate the results of the Contractor's work, (2) any work discrepancies are recorded as work evaluations, (3) evaluations are submitted to the Contractor for approval of repairs, plans and duration of repairs, (4) approval results are submitted to the Service User.

To ensure that the work is carried out in accordance with the quality, cost, volume and time plans set out in the construction contract, it is necessary to have a team that will serve as supervisors whose role is to assist the Banjarmasin City Government Public Works and Spatial Planning Unit in carrying out technical supervision at the location of ongoing activities. The supervisory team is the consultancy service provider for technical supervision/supervision work in Banjarmasin City.

DPUPRP Banjarmasin City in conducting technical supervision of construction work activities in the field carried out by construction work providers, due to the limited personnel of the Work Unit concerned, both in terms of number and in terms of qualifications. Minimize technical constraints often faced by construction work providers in the field in implementing designs that meet the requirements of the specifications. Provide certainty and assurance to Service Users that the work carried out by construction work Providers is in accordance with the specifications and technical requirements stated in the contract documents. Assist in completing design revisions, if there are differences between existing designs and field conditions.

Meanwhile, to carry out Validation of the work implementation process in conformity between the implementation of activities and the results of activities after completion must be carried out at each stage of the activity, if verification cannot be carried out directly through sequential monitoring or measurement.

Validation of activity implementation must consider the following provisions: (1) In accordance with the criteria established for process review and approval. Revalidate the implementation of activities if the results do not meet the established criteria, after improvements or refinements have been made. In addition, each work unit / unit implementing the activity must be able to identify the results of each stage of the activity from the beginning to the end of the activity and identify the status of the results of the activity. The purpose of identification is to ensure that the results of activities can be analyzed if there are discrepancies in the process and results of activities. Records of identification results must always be maintained in the supervision of records / proof of work. To ensure that the maintenance of work results at the time of delivery remains appropriate as at the time of production, maintenance must be carried out until the time of delivery. In the process of handing over work results, each work unit must require and implement a process for maintaining work results and those that are part of the work results so that quality is maintained. (2) Monitoring and supervision of activities Monitoring and supervision of activities is an evaluation process that must be carried out to determine the performance of the results of the implementation of activities, so that measurements or assessments can be made of the results of the service provider's products. Monitoring is part of monitoring the quality of work results, so that all submitted activity results can meet the requirements of the job acceptance criteria. Matters that must be considered in carrying out monitoring include: (a) The person in charge of each stage of the activity must determine the appropriate method for monitoring and measuring the work results of each stage of the work. (b) Monitoring and measurement are carried out by verifying that the requirements have been met. (c). Each monitoring and measurement shall be carried out at the appropriate stage based on the planned arrangement. d. Records of evidence of monitoring and measurement of the results of activities shall be maintained in the records/evidence control.

1. Observation of facts in the field as a means of supervision to detect deviations or irregularities.

In his capacity as Head of the Road Division of DPUPRP Banjarmasin City, of course, he wants no employees to deviate from the work, which is related to the service of solving project problems so that the services carried out are in accordance with the norms that are contrary to the regulations that have been set. This is in line with what Kunarjo (2012) calls a project an investment activity that uses factors of production to produce physical buildings that are expected to benefit in a certain period. Meanwhile, Masud Khasan (2014: 306) suggests that projects are designs and details through activities that can be called development.

Based on the results of interviews conducted with the Head of DPUPRP explained

"..... His capacity as Head of UPTD Swakelola DPUPRP Banjarmasin City, the supervision carried out on the effectiveness of the implementation of road maintenance supervision also depends on the means of supervising the implementation of road maintenance in order to monitor every work implementation, so that employees can improve the quality of service. can always supervise directly ".

This statement is considered to be able to make and influence the successful implementation of supervisory tasks carried out by DPUPRP Banjarmasin City to be effective. However, due to the leader's limited time, of course, in this case he uses an indirect supervision system, namely through reports submitted by employees or subordinates who have been assigned.

The results of interviews related to observing facts in the field as a means of supervision to detect deviations or irregularities according to key informants are more focused on the committee that is arranged according to its capacity as a supervisor who has dedication to the work given. This was also stated by the informant, that the supervision carried out must really be able to assess its effectiveness so that its implementation can be successful.

2. Comparison of observed Facts with supervision standards for Job responsibilities

Comparison of the facts of observation with the standards of supervision of job responsibilities concerning the activities of the implementation of supervision of bridge and road construction in Banjarmasin City makes it easy to see that responsibility for work is not entirely easy to find out where the problem lies.

Dissatisfaction with the comparison of observed facts with the standard of supervision of job responsibilities is due to the reluctance of related parties to carry out supervision together so that the reports submitted are less relevant.

From this statement, it can be concluded that the project leader uses a direct supervision system for his responsibilities as the main holder of the project, because it is not uncommon or there are still reports submitted by subordinates that are not objective, in the sense that they do not match the actual reality.

Difficulties in terms of ideal supervision are related to the following aspects,

1. Technical guidelines for the implementation of ideal supervision in DPUPRP Banjarmasin City are still not available as needed so as to provide a common understanding and unity of mindset, attitude, and action patterns in supervision and can be used as a guide for implementers in carrying out supervisory activities at DPUPRP Banjarmasin City.
2. The laws and regulations that apply to activities carried out by work units within the DPUPRP of Banjarmasin City are still not in accordance with the applicable Standard Operating Procedures (SOP), whether they have been implemented economically, efficiently and effectively, and can prevent deviations from the applicable provisions in order to support the smooth implementation of functions and tasks according to the vision and mission of the DPUPRP of Banjarmasin City that have been determined.

Basically, the physical development results of the Road Development Project in Banjarmasin City built by DPUPRP Banjarmasin City through contractors can be utilized and maintained by the community. However, usually this project is mostly left unattended because the physical building of the Road Development Project in Banjarmasin City is not considered sustainable development.

Inhibiting Factors in Supervising the Implementation of Road Maintenance by DPUPRP Banjarmasin City.

Road infrastructure is an obligation that must be prepared by the government, this is in line with the opinion of Sasmita (2015) The provision and management of roads is fully implemented by the government, as one of its obligations in the provision of public services (Sasmita, 2015: 65). But still often get obstacles.

The obstacles generally encountered in the implementation of road maintenance and in the supervision of the Banjarmasin City regional development budget and the implementation of road maintenance are the limited number of professionals in the governance system and the implementation of road maintenance in Banjarmasin City who have technical and managerial skills; both regarding policies and relevant statutory provisions, environmental conditions and regarding the substance of the project, especially in the context of implementing road maintenance programs and projects and equipped with information technology knowledge to facilitate supervisory data management.

Findings of errors in supervision are:

1. Lack of openness, honesty, accountability, professionalism, education, and participation that are more coaching and fault-finding in nature, but solely to improve organizational accountability in order to support the realization of good governance and clean government within DPUPRP Banjarmasin City.
2. Supervision is not in accordance with inspection activities, because the two activities are complementary. Supervision will be carried out effectively and efficiently if the inspection can be carried out properly.
3. The lack of coordination of supervision/examination between the auditor (examiner) and auditee/audit (object examined), ideally requires a common understanding of the mechanism and procedure of the examination, as well as the rights and obligations between the two parties.

The results showed that the inhibiting factors in monitoring the implementation of road maintenance in DPUPRP Banjarmasin City are in line with the opinion expressed by Sukanto (2013: 71) are every implementation of supervision, 1) lack of quality of road supervision implementers, (2) inadequate condition of work facilities and infrastructure in DPUPRP Banjarmasin City, (3) lack of road supervision funds so far is still very minimal, (4) utilization, utilization or follow-up of apparatus resources, (5) placement of apparatus that are not in accordance with specialization, and (6) sending or including apparatus in one of the officer development programs for supervision techniques is not through a mechanism, therefore it is required to pay attention to every aspect of management that hinders the acculturation and utilization of inherent supervision, as an increase in efforts to realize the effectiveness and results of general government activities and the implementation of road maintenance and prevention of leaks and fraud. .

A similar situation is faced in the field of supervision. The professional skills of functional supervision personnel in the province and in Banjarmasin City are limited.

Other obstacles faced in supervising the implementation of road maintenance include a strong patriarchal culture, a reluctance to reprimand or take firm action, and weak follow-up supervision. These are obstacles that can harm and hinder the implementation of road maintenance and damage the image and authority of the government apparatus.

Another asset and opportunity is the spirit of the state apparatus to carry out consistent and continuous utilization and renewal accompanied by efforts to improve coordination, integration, synchronization, and simplification in the system of implementation and supervision of road maintenance implementation. In the implementation of road maintenance programs and projects, a system of supervision, monitoring, oversight and accountability has been developed that is increasingly clear and always open to improvement, which is an asset and potential that supports and can be continuously improved.

Experience and success in planning, implementing, monitoring, controlling and being accountable for the implementation of projects, including those financed with foreign funds, supported by an improved monitoring system, also provide opportunities for strengthening the implementation and monitoring system for road maintenance.

Another opportunity that supports the implementation of monitoring is the growing awareness of the need for monitoring results to improve road maintenance planning and implementation. In addition, increased public participation in the implementation and monitoring of road maintenance is also an opportunity to further improve efficiency and effectiveness.

In more detail, the objectives of utilizing the system of implementation and supervision of road maintenance implementation are as follows. Adjustment and simplification of various procedures for road maintenance implementation, especially those relating to the procurement of goods and services, submission and approval of budget revisions, the use of domestic products, the form and approval of contracts, the participation of economically weak entrepreneurs, monitoring and reporting and accountability. A more decentralized decision-making process that accelerates decision-making required in various implementation activities. Coordination of the preparation of a more robust road maintenance implementation plan, both sectoral and regional, and a system of monitoring, reporting, supervision, and oversight of its implementation, as well as the realization of a robust communication system through the development of personnel on monitoring techniques and the improvement of the existing information network system.

The efficiency and effectiveness of the implementation and supervision of Banjarmasin City's regional development budget and road maintenance implementation system will increase and become more integrated and consistent through the strengthening of the internal and external supervision system, and improving the integration of the implementation of inherent supervision, functional supervision, and community supervision along with strengthening the implementation of follow-up on the results of these supervisions.

Improved technical and managerial capabilities of the human resources of the government apparatus, in the administration and implementation of road maintenance, as well as in providing services to the community and the business world. With this increased capability, the quality, efficiency and formulation of policies, supervision and monitoring of road maintenance implementation will be improved.

Based on field research, there are several inhibiting factors in the road supervision program that must be addressed immediately by the Public Works and Spatial Planning Office of the Banjarmasin City Government in an effort to improve road supervision, including:

1. The lack of quality of officers who carry out DPUPRP road supervision in Banjarmasin City. The implementation of supervision affairs in the field is carried out by those who still have a diploma education, while ideally they are S1 graduates.
2. Inadequate working facilities and infrastructure at DPUPRP Banjarmasin City. This condition has an impact on the lack of smooth implementation of supervisory work.
3. The lack of road supervision funds is still very minimal
4. Utilization, utilization or follow-up of apparatus resources that have participated in the development program as a supervision technique officer is still relatively low, in the sense that it is not utilized in accordance with the officer development program for the supervision technique it follows.
5. Placement of apparatus as supervisors who are not in accordance with their specialization or educational background.
6. Sending or including apparatus as supervisors does not go through the mechanisms or stages involved in officer development.

Efforts to Overcome Inhibiting Factors in Supervising the Implementation of Road Maintenance by DPUPRP Banjarmasin City.

Some steps as a relatively good solution that can be taken by the Public Works and Spatial Planning Office of the Banjarmasin City Government in the context of officer development of supervisory techniques for apparatus resources and at the same time to cover the existing weaknesses, namely:

1. Improve the quality of human resources
 - a. Formal Education
Provide study permits for employees who are empowered to add insight and theoretical knowledge. to pursue education both at state and private universities.
 - b. Graduation Education
Education and training are needed in an effort to improve employee abilities and skills.
2. Service facilities and infrastructure
Road supervision will work well if supported by adequate facilities and infrastructure. This is to avoid work inaction. Likewise, the utilization of facilities and infrastructure that support the effectiveness and efficiency of work services provided by the Public Works and Spatial Planning Office of the Banjarmasin City Government cannot be separated from the lack of facilities and infrastructure.
3. Increasing the budget for supervision purposes
Regarding funds for each sub-section in Banjarmasin City by DPUPRP Banjarmasin City has been budgeted as needed, but to prioritize funds for the sake of overcoming operational problems including funds for road interests, but this is often neglected from the routine budget.

4. Developing a road monitoring program should be based on a needs analysis
The need for officer development of surveillance techniques arises when certain weaknesses can be overcome by organizing officer development of surveillance techniques, as well as officer development of surveillance techniques.
5. Develop an implementation plan that includes the type of officer development of supervision techniques.
Before carrying out the development of officers on supervision techniques, the DPUPRP apparatus of Banjarmasin City should, the type of education and training, the objectives to be achieved, the preparation of the budget and the determination of the time for implementation so that the supervision program for the project in the field can run in a directed and planned manner.
6. Conduct an overall evaluation of employees
To determine the success of the officer development program on apparatus supervision techniques that have been held, the DPUPRP of Banjarmasin City needs to conduct an overall evaluation of employees who have been involved in the officer development program on supervision techniques. The evaluation must be based on success criteria which include opinion (perception) criteria, attitude change criteria, work behaviour and work success as well as the design of officer development on supervision techniques based on pre-test and post-test after the officer development program on supervisory techniques so that they can be contributed as needed.

DISCUSSION

Based on the results of the research, it can be seen that the supervision of the implementation of road maintenance in the DPUPRP of Banjarmasin City is still not optimal, this can be seen by the fact that the existing tasks have not been carried out and also explained about efforts towards work effectiveness, so that in an ideal capacity it has not been carried out properly.

Actions that must be taken 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 the activity that does not meet the requirements are identified and controlled for follow-up activities related to the previous stage, (b) the implementation of supervision of non-conforming work results must be regulated in the non-conforming work results supervision procedure which is part of the quality procedure.

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

This is in accordance with the opinion of Siagian (2014) which states that in an effort to eliminate the causes of non-conformity and prevent the recurrence of non-conforming work results, corrective actions and preventive actions are required which are regulated in quality procedures. The minimum corrective action procedure must include activities including: (a) describe the nonconformity, (b) determine/analyze the cause of the nonconformity, (c) establish a handling plan to ensure that the nonconformity will not recur and a time schedule for handling. (d.) assign officers who carry out corrective actions, (e) record the results of the actions taken, (f) verify the corrective actions that have been taken. Meanwhile, preventive actions are determined in an effort to minimize the potential for nonconformities to occur including their causes.

Preventive action must consider its potential impact and the effect of other preventive action activities. For this reason, it is necessary to identify potential nonconformities and plan the need for action to prevent nonconformities from occurring and verify the preventive actions that have been taken.

This is in line with the opinion of Noor (2013: 284) Supervision of road maintenance or road repair work is important in an effort to improve the ability and development of a good road network, to serve land transportation traffic and developing areas. The implementation of highway infrastructure supervision needs to be carried out so that the safety and comfort of the community as road users are maintained. Because mistakes and excess unnatural actions during the implementation of road improvements 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 technical field section. As for the steps in organizing operational activities to find out the implementation in accordance with the expected plan.

The opinion above is in line with Gitosudarmo (2012) which states that supervisory activities try to find out and avoid possible mistakes in the future and look for efforts to prevent them.

Efforts that have been made in overcoming the inhibiting factors in monitoring the implementation of road maintenance in DPUPRP Banjarmasin City are adjusting the planning system for program and budget preparation in the context of implementing state government and implementing road maintenance developed in an integrated and efficient manner, in line with the development of road maintenance implementation needs and the ability of the Banjarmasin City regional development budget. The ability of government officials both in the province and in Banjarmasin City to plan, implement, supervise, and control the implementation of road maintenance needs to be further improved.

The results of this study are in line with those revealed by Harahap (2022) which states that there are inhibiting factors in the implementation of self-management funds at the Public Works and Spatial Planning Office of Palalawan Regency, Riau Province, namely: lack of socialization, lack of quality and quantity of resources in the implementation of self-management activities, stat self-management implementers have not received training, disbursement of self-

management funds that can be disbursed is only 30% and the facilities and infrastructure used are not adequate.

The policy implementation program and road maintenance efforts for each year are outlined in the operational plan in the form of the local budget. The system of supervision of Banjarmasin City's local development budget and the implementation of road maintenance, both inherent supervision and functional supervision, including supervision by the public, is strengthened in an integrated and consistent manner in order to achieve efficiency in the administration of the state and the implementation of road maintenance. Supervision tools and follow-up efforts are improved in an integrated manner along with officer development of community responsibility supervision techniques and increased national discipline. Inherent supervision according to Situmorang and Jahir (2014) as one of the management functions, among others, is highly dependent on the amount of work volume adjusted to the work project being carried out.

The control of the government apparatus is continued and further improved, especially in enforcing the discipline of the government apparatus and in tackling abuse of authority and other forms of fraud, which are detrimental and hamper the implementation of road maintenance implementation and damage the image and authority of the government apparatus, such as corruption, collusion, nepotism, leakage, and waste of wealth and regional development budget of Banjarmasin City.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Supervision of road maintenance projects carried out by the DPUPRP of Banjarmasin City has been carried out in principle, however, effectively it can be said that it has not been successful because there are roads that are not in accordance with the needs of the community, this is because the roads that function have not covered the entire project.
2. The inhibiting factors in the supervision of road maintenance projects carried out by DPUPRP Banjarmasin City include (1) the lack of quality of road supervision implementers, (2) the lack of road supervision funds so far is still very minimal (3) the condition of infrastructure and work facilities in DPUPRP Banjarmasin City is inadequate, (4) utilization, utilization or follow-up of apparatus resources, (5) placement of apparatus that is not in accordance with specialization, and (6) sending or including apparatus in one of the officer development programs for supervision techniques not through the mechanism.
3. Efforts to Overcome Inhibiting Factors in Supervising the implementation of road maintenance by DPUPRP Banjarmasin City through (1) improving the quality of human resources, (2) service facilities and infrastructure, (3) increasing the budget for supervision purposes, (4) making road supervision programs must be based on a needs analysis, (5) making an implementation plan that includes the type of officer development towards supervision techniques, and (6) conducting an overall evaluation of employees who are

used as project supervisors. This is in line with the results of Putra's research (2021) which states that UPTD region V is considered capable of carrying out routine road maintenance work by self-management in its area and is able to empower existing human resources within UPTD region V and improve knowledge and mastery of technology for UPTD human resources.

Recommendations

1. Additional staff are needed to fill vacant positions based on the existing organizational structure.
2. There needs to be active community involvement so that supervision of road maintenance implementation projects can run well and smoothly.
3. Need to be more selective in making proposals for officers who are empowered to carry out supervision in accordance with their educational background so that in its implementation it can be utilized as needed.
4. It is necessary to improve the quality of employees assigned as monitors of development projects through education and training in accordance with the fields handled and continue to strive to add insight, knowledge and skills.
5. We need to increase the intensity of communication between the community as the implementation of monitoring of road maintenance projects in Banjarmasin City to facilitate the coordination of the development of transportation facilities.

FURTHER STUDY

This research still has related limitations so further research needs to be carried out on the topic of Supervision of Road Maintenance Implementation in order to perfect this research and increase insight for readers.

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