

# Performance of Employees of Public Works and Space Planning in Road Maintenance in North Barito District

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## Abstract

One of the most important developments in the context of welfare is the construction of road infrastructure; this road infrastructure is carried out by the PUPR Office of the North Barito Regency. However, the results of monitoring in the field found very severe damage, one of which was in the villages of Kandui-Majangkan and Walur-Katapang. Based on the description above, and seeing the road conditions produced by PUPR HR, it is necessary to research the performance of PUPR HR in North Barito Regency. This research approach uses a qualitative research approach. Data collection techniques through interviews, observation, and documentation. The results showed that the performance of the Public Works and Spatial Planning Office in the Maintenance of Regional Roads in North Barito Regency was quite good and could be measured by Quality and Quantity. The performance of the apparatus of the Public Works and Spatial Planning Office shows quite good quality and quantity.

**Keywords:** performance; Qualitative; Service Apparatus.

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## INTRODUCTION

Regional autonomy in Indonesia has been held for more than a decade. Regional autonomy for the first time came into effect in Indonesia through Law Number 22 the Year 1999 concerning Regional Government which has undergone several date changes. The implementation of regional autonomy in Indonesia has resulted in changes in the government system in Indonesia which then also has an impact on people's lives in various fields.

Conceptually, the implementation of regional autonomy in Indonesia is based on three main objectives which include political objectives, administrative objectives, and economic objectives. What is wanted to be realized through political objectives in the implementation of regional autonomy include efforts to realize political democratization through political parties and the Regional People's Representative Council. The realization of the administrative objectives to be achieved through the implementation of regional autonomy is the division of government affairs between the center and the regions, including financial sources and renewal of government bureaucratic management in the regions. Meanwhile, the economic goal to be achieved in the implementation of regional autonomy in Indonesia is the realization of

an increase in the human development index as an indicator of increasing the welfare of the Indonesian people.

The concept of regional autonomy, government, and society in a region has an important role in improving the quality of development in their respective regions. This is mainly because in regional autonomy there is a transfer of authority which was originally administered by the central government which now becomes the affairs of the respective regional governments.

To realize the objectives of implementing regional autonomy, several important factors need to be considered, among others: human factors which include regional heads and ranks and employees, all members of the legislative body, and community participation. Regional financial factors, both balancing funds, and local revenue will support the implementation of regional development programs and activities. Organizational or bureaucratic management factors that are organized effectively and efficiently following the needs of services and regional development.

One of the most important developments in the context of welfare is the construction of road

infrastructure; this road infrastructure is carried out by the PUPR Office of the North Barito Regency. The PUPR office is tasked with providing services to the community, a system for providing services to the community that is more accommodating to the needs of the local community. One of the fields of development that the implementation of which is handed over to the regions following Law no. 38 of 2004 in the field of public works including, among others, regency roads. The creation of a road transportation system that ensures the smooth, safe, fast, cheap, and comfortable movement of people and goods is a development goal in the road infrastructure sector.

The existence of adequate infrastructure is needed, such as road and bridge infrastructure. One of the infrastructures most often used by the community is roads and bridges. Roads and bridges also have a very large function for daily activities. Therefore, roads and bridges are needed that are following the expectations of the community. The existence of good roads and bridges will make it easier for people to transport and feel comfortable.

One thing that determines the success of development in the North Barito Regency is the performance of the PUPR Service apparatus itself. Each organization always tries to improve the productivity of the Apparatus. This is important because performance reflects deep pleasure in the work done so that work can be completed more quickly and better results can be achieved.

Development is of course based on various objectives, including maintaining or repairing damaged roads and opening new roads as needed. An example of road damage that occurred in North Barito Regency on the Kandui road to Muntallat, in Gunung Timang District, North Barito Regency, Central Kalimantan Province was damaged. Some points have been badly damaged and until now there has been no repair from the local government. From this media observation in the field, the damage to Jalan Kandui-Montallat occurred at several points with very severe damage. One of them is in the villages of Kandui-Majangkan and Walur-Katapang.

According to information from the villagers of Berangin to the media *terbitan.com*, they said:

"The residents hope that the government can repair it immediately and the road conditions are worsened during the rainy season, the road is damaged like a buffalo puddle". And "road damage almost occurs starting from the causeway to be precise in Liju Village to the Benangin highway".

The damage was also caused by weak supervision by the Dishub Kab. Barito, where until now the Transportation Agency does not have to

weighbridge equipment so that control of tones entering the North Barito area is maximized.

If the PUPR Apparatus of Barito Utara Regency shows good performance, it will have a positive impact on the speed of development, increase in health services, improve the economy of the community, and vice versa if the performance of the PUPR Service Apparatus is very low, it will have an impact on services to the community, which will slow down development so that of course it will have an impact. To the economic growth of the community, the road facilities are not good.

According to the data shown, there is still a lot of road damage and a lack of available budget, so it needs to be underlined that the performance of the PUPR Agency Apparatus is still lacking or not optimal. Lack of budget funds is also a problem in road repair efforts by the PUPR Office of North Barito Regency which can be seen from the table above in 2019 a shortage of Rp. 474,912,757,800, -. Further guidance and development need to be carried out and also evaluating the performance of the PUPR Office Apparatus in the North Barito Regency.

In the area of North Barito Regency, there are several road sections which are under the authority of the Ministry of Public Works and Spatial Planning of the Republic of Indonesia for roads that connect between provinces and roads that connect between districts under the authority of Central Kalimantan Province where the handling of repairs is very dependent on the policies of the central and provincial governments. the financial condition also greatly affects the amount of the road repair budget allocation.

In addition to the limited budget, road damage has also been influenced since 2017 by an increase in the length of the road from 625.74 km to 758.14 km or 132.40 km or 21.16%, the addition of sections due to ex-HPH roads that are still functioned by the community and has been designated as a regency road status.

Performance is very strategic in achieving goals. This is following the opinion of Simamora [1]. Performance is a measure of an organization's success in achieving its mission. Meanwhile, Amalia [2] states that performance is useful for achievement or results.

Various studies have shown that the success of an organization or any institution in achieving its goals is the performance of the human resources in an institution. Panjaitan *et al.* [3] the results of the study concluded that of the three performance indicators of the Public Works Office of Toba Samosir Regency, namely: Responsiveness, responsibility, accountability, two indicators is not good in terms of road and bridge maintenance, namely indicators of responsiveness and

accountability. This is due to a lack of facilities and infrastructure and there are still many shortcomings in monitoring conditions.

Another study was conducted by Indriyani [4]. Research shows that the PUPR Office of Tulang Bawang Regency has not fully carried out its duties and functions. This is indicated by the frequent finding of road damage, from minor road damage to heavy road damage on roads in Tulang Bawang Regency. Other research conducted by Prastyo [5]. The study concluded that the supervision of road maintenance carried out by the Highways Division has not been running optimally. This can be seen from the four indicators where there are still obstacles, namely the process indicators running quite well, but in the implementation stage, there are obstacles in the form of regional topography and lack of infrastructure.

Based on the description above, and seeing the road conditions produced by PUPR HR, it is necessary to research the performance of PUPR HR in North Barito Regency.

## RESEARCH METHOD

This research approach uses a qualitative research approach. This researcher intends to obtain an in-depth description of the Apparatus Performance of the Public Works and Spatial Planning Agency in Road Maintenance in North Barito Regency. In this approach, the researcher creates a complex picture, examines the words, reports a detailed view of the respondent's view, and conducts studies on natural situations. Bogdan and Taylor in Moleong [6] suggest that qualitative methodology is a research procedure that produces descriptive data in the form of written and spoken words from people and observed behavior. This research was conducted by the Public Works Office of the North Barito Regency. To obtain the required data and information, data collection techniques are used through interviews, observation, and documentation.

## RESULTS AND DISCUSSION

The focus observed in this study is the Performance of the Public Works Agency and the Spatial Planning for Road Maintenance in the North Barito Regency. Measuring employee performance according to Dharma [7] says that almost all ways of measuring performance consider the following:

- 1) Quantity, namely the amount that must be completed or achieved.
- 2) Quality, namely the quality that must be produced (whether or not it is good). The qualitative measurement of output reflects the measurement or level of satisfaction, namely how well it is completed.

### 1. Quality

Based on the results of the interview delivered by Ir. Iwan Rusdani, MP, Head of the North Barito Regency Public Works and Spatial Planning Office.

"The work carried out by the public works office and in spatial planning, especially road maintenance, has been carried out according to the orders and procedures applied, so that it does not violate the applicable rules of the game. However, some employees have not carried out their superiors' orders as well as possible, some are still negligent, lack discipline, and have not developed creativity within the employees themselves. Also, every policy taken is following real data in the field and applicable regulations and it is necessary to have a study or study. On the other hand, efforts to improve service quality are also carried out by the public works and spatial planning office by providing training and technical guidance for employees in the context of increasing the capacity of the apparatus to improve service quality in general, especially with road maintenance "(Interview, 11-11-2020).

The same opinion was also conveyed by Zainnudin, BE, Head of the Highways and Spatial Planning Division of North Barito Regency, stating:

"The superior's order is an obligation that must be carried out by his servants to complete work within an agency. Judging from the real conditions of the public works and spatial planning office, there are currently some employees who carry out tasks according to orders such as road maintenance, some have not carried out their obligations, so the superior's orders have not fulfilled what was desired. Furthermore, he said that to improve the quality of road maintenance services it is necessary to conduct a study on road maintenance so that maintenance is supported by valid and accountable data. Besides, capacity building and division of tasks also need to be improved and supervised, so that the quality of services can be improved"(Interview, 11-11-2020).

From the interview statement above, the respondent indicated that every employee in the Public Works and Spatial Planning Office of Road Administration in North Barito Regency has worked or carried out his duties as instructed by his superiors. Superiors here also play an important role in achieving the goals of the organization concerned, without coordination or coordination a job can't achieve the expected results. Work in any organization before it is practiced or carried out, employees in addition to knowing their main tasks and functions must also pay attention to directions or appeals from superiors which can help employees think about their work. So with this, it is hoped that the quality of the work produced by the Public Works and Spatial Planning Office can be accepted by the elements in the organization to increase the work targets/targets more optimally in the future.

Besides, in carrying out their work, employees must do it following accurate data and information concerning the organization concerned which also plays

a very important role in supporting the achievement of optimal quality of work. With accurate data and information, the targets/goals and objectives of the organization can be achieved.

Thus, based on the data obtained, it can be concluded that employees who are equipped with knowledge in carrying out their work can affect the quality of the work produced and the knowledge they have based on their respective duties will support the implementation of their duties in a professional position and with extensive knowledge an employee is expected able to do a good job and be productive. Because the knowledge is following the field and work done by employees, it can help in the process of completing work. Where knowledge is the accumulation of the results of the educational process, whether obtained formally or non-formally that contributes to someone in preventing problems, creativity is included in doing or completing work.

Based on the results of the interview delivered by the Head of the Technical Planning Section for Highways, Mr. Puryani, ST stated:

"Increasing the capacity of the apparatus, especially in the field of Road Maintenance, really needs to be improved. It is recognized that the limited understanding and knowledge causes the less optimal implementation of road maintenance services, so it is hoped that in the future the capacity of the apparatus needs to be increased by following formal training and education as well as special technical guidance in the field of road maintenance" (Interview, 11-11-2020).

Education and training are also part of the investment in human resource development, the longer a person spends education and training the higher their ability or competence and knowledge in doing work and thus the higher their performance.

Based on the results of the interview delivered by the Chairperson of the North Barito Regency Organda (Hj. Murul Ainy, S.Pd) stated:

"Quite satisfied even though there are still roads that are damaged so that the effect of land transportation is not smooth which results in high transportation rates, Organda hopes that the Barito regency government can make road repairs a top priority scale so that transportation becomes and transportation rates can be cheaper" (Interview, 11-12-2020).

The same opinion was also conveyed by community leaders as well as religious leaders (Ustad H. Rusmadi Darsani, Lc), the leader of the Yasin Muara Teweh Islamic boarding school who stated:

"There are several points of road that have not been handled, although a little, but due to damage, it is

enough to complain about the community and hopefully it will be handled by the Government. We are quite satisfied and understand the difficulties of the government budget in the budget and hope that the government can improve further completing the road repair plan so that the existing road access is no longer damaged at several points and is completely cast in concrete and even plans to be covered with asphalt later" (Interview, 11-12-2020).

Opinions were also conveyed by Roby Cahyadi, SH, the former chairman of PWI who stated:

"As a result of damaged roads, it has greatly affected agricultural products such as bananas, vegetables, and livestock, because residents have difficulty marketing their crops and livestock, due to the obstruction of damaged roads."

People often complain to me, hoping that the district government will immediately improve it so that road access will run smoothly and the people's economy is not disturbed.

"After receiving an explanation from the Regent who was accompanied by the Head of PUPR, we understand that our region has a limited budget and must be shared with other regions in terms of our opinion on the government's performance is quite satisfied. In the future, the government can further increase the budget allocation for road repairs so that there is no more damage, which is too severe and agricultural products can be marketed" (Interview, 11-12-2020).

From the interview statement above, the respondent shows a dissatisfied attitude because there are still roads that are damaged so that it has an impact on high transportation rates and the respondent hopes that road repairs will become the main priority scale. Then the respondents also convey that road damage greatly affects agricultural output because it is blocked by damaged roads.

### Quantity

The quantity of work is related to the number/volume of tasks (jobs) that are completed at a specified time. Quantity of work can be obtained from the results of work measurement or participatory goal setting. Determining the quantity of work can be done through discussions between superiors and subordinates, where the discussion material includes job objectives, its role in relationships with other jobs, organizational requirements, and employee needs. Thus this quantity aims to determine how many personnel and how many responsibilities or workloads can be delegated to an employee. In determining the quality of work that must be done is to identify both the number of employees and the job qualifications needed to achieve organizational goals.



To get good work results in an organization, one of the elements that must be considered is that the organization must be able to adjust the amount/volume of work with a predetermined period, in other words, the other tasks should not interfere with each other. Regarding the problem, in other words, the other duties do not interfere with each other. Regarding the arrangement between the volume (quantity) of work with the timeframe/schedule that has been found, according to the Head of the Office of Public Works and Spatial Planning, North Barito Regency, Mr. Ir. Iwan Rusdani, MP. Says that:

"The time for completing the duties and responsibilities of road maintenance is on time. Employees have done their job, but from a budget point of view, there are still shortcomings, so that it becomes an obstacle in road maintenance"(Interview, 11-11-2020).

This was also confirmed by Mr. Andriano, ST. Head of the Road and Bridge Preservation Section who said that:

"In road maintenance, there is still a lack of budget for road maintenance, so that it greatly affects the implementation of road maintenance activities or in other words, the tasks and responsibilities are often not on time" (Interview, 11-11-2020).

Based on the results of the interview above, it can be concluded that the number of employee jobs is completed based on a predetermined schedule, in which the work does not collide with each other because it has been included in the workload of each employee so that more work programs are implemented And it cannot be separated from the number of employees who have been assigned to work on each work target which is divided according to each so that the number of workloads with the number of employees working can be balanced so that each job can be completed according to schedule. However, the completion of duties and responsibilities, especially road maintenance, is strongly influenced by the budgetary factor that is still lacking in road maintenance.

## CONCLUSION

Based on the research results, it can be concluded that the performance of the Public Works and Spatial Planning Office in the Maintenance of Regional Roads in North Barito Regency is quite good and can be measured by quality, quantity, and timeliness. As well as the factors that affect performance can be seen from the factors of discipline, authority, and responsibility, efficiency, and initiative. The results of the research prove that the results of measuring the performance of the Public Works and Spatial Planning Officials show that the quality, quantity, and timeliness of completion can be categorized as "Good Enough".

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