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## Performance of the Public Works and Spatial Planning Office of Banten Province in Road and Bridge Management

Novi Dien Pertanto<sup>1</sup>, Candradewini<sup>2</sup>, Budiman Rusli<sup>3</sup>, Widya Setiabudi Sumadinata<sup>4</sup>

### *Abstract*

*This research was conducted to see how the performance of the Public Works and Spatial Planning Office (PUPR) of Banten Province in managing roads and bridges. The budgeting required for road and bridge infrastructure development is currently not proportional to the number of roads that require repair and capacity building by considering current traffic movements. As a result, community mobility and regional accessibility are declining, threatening economic growth and competitiveness in the Banten Province region. This research was conducted qualitatively with the determination of informants using purposive techniques. Data collection was done through interviews and documentation. The results showed that although some road and bridge construction failed or was delayed, the performance of the PUPR Office of Banten Province was considered quite good because the work was carried out in accordance with the vision and mission of the organization.*

**Keywords:** *Performance, Infrastructure, Road and Bridge, Banten Province.*

### **Introduction**

The existence of adequate infrastructure is needed as well as road and bridge infrastructure that is most often used by the community. Roads and bridges also have a very large function for daily activities. Therefore, it is very necessary for the condition of roads and bridges to meet the expectations of the community. Roads and bridges as part of transportation infrastructure have an important role in the economic, socio-cultural, environmental, political, defense and security fields, and are used for the prosperity of the people. Infrastructure development can be used as a strategy by the government, which is a locomotive for economic movement (Kasmira et al., 2020). The government intensifies public attention to infrastructure, while implementing infrastructure development. However, the problem is whether the implementation of this strategy can run effectively in the field (Kurniadi, n.d.).

Based on research, bridge infrastructure has a strategic influence in improving regional accessibility, and is categorized as a dominant variable in supporting rural connectivity in Banten (Wijayanti et al., 2021). However, currently the budget needs for road and bridge infrastructure development are not proportional to the number of road sections that require repair or capacity expansion. This imbalance causes a decrease in the level of accessibility and community mobility, which in turn has a negative impact on economic growth and reduces regional competitiveness (Novitasari & Drestalita, 2020; Warnars & Kusnadi, 2021).

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<sup>1</sup> Public Administration, Padjadjaran University, Bandung, Indonesia, Email: [novi23006@mail.unpad.ac.id](mailto:novi23006@mail.unpad.ac.id)

<sup>2</sup> Public Administration, Padjadjaran University, Bandung, Indonesia.

<sup>3</sup> Public Administration, Padjadjaran University, Bandung, Indonesia

<sup>4</sup> Public Administration, Padjadjaran University, Bandung, Indonesia



Banten Province has a Public Works and Spatial Planning Office in the Bina Marga Division that handles road and bridge infrastructure management. One of the tasks and functions of the Banten Province Public Works and Spatial Planning Office is related to public services for road and bridge management under the authority of Banten Province. Road and bridge infrastructure is one form of public service to facilitate community transportation and drive the economy in the Banten Province region. The planning, construction and preservation of roads and bridges certainly cannot be separated from the role of the Public Works and Spatial Planning Office (PUPR) in Banten Province.

Road and bridge development is carried out in accordance with the authority of the Provincial Government which is prioritized for roads and bridges that have an impact on economic growth and are evenly distributed throughout the province by taking into account the linkage of road and bridge infrastructure development programs. Currently, the budgeting needs for road and bridge infrastructure development are not proportional to the number of road sections that require repair or capacity expansion by considering the demand for existing traffic movements. As a result, there is a decrease in the level of regional accessibility and community mobility which can threaten economic growth and reduce regional competitiveness in Banten Province.

The performance of the Department in road and bridge management will be maximized when the local government has the concept of sustainable and equitable development, effective and efficient government management and investment that accommodates the interests of related parties. With the management of these roads and bridges, there will be no damaged roads and bridges left unrepaired. The following is the latest data related to road length and road conditions in Banten Province.

No	Description	Road Condition	
		KM	%
1.	Steady	3.582,43	57,54
	a. Good	1.461,793	23,48
	b. Medium		
2.	Broken	633,513	10,17
	a. Lightly Damaged	548,612	8,81
	b. Heavy Damaged		
<b>Total</b>		<b>6.226,348</b>	<b>100</b>

Table 1 Road Length and Road Condition in Banten Province in 2022

Source: LKIP of PUPR Office of Banten Province, 2023

Based on Table 1, it is known that of the 6,226.348 km of roads in Banten Province, there are 5,044.223 km or around 81.02% of roads in a stable condition, which is divided into 3,582.43 km of roads in good condition and 1,461.793 km of roads in moderate condition. In addition, Banten Province roads that are not stable are around 1,182.125 km or 18.98%, there are 633.513 km of roads in lightly damaged condition, and even 548.612 km of roads in heavy damage. The management of road and bridge infrastructure in Banten Province still receives many complaints from various circles of society, especially for people who have not felt adequate road improvements in their area.

The management of road infrastructure in Banten Province still receives many complaints from various circles of society, especially for people who have not felt adequate road repairs in their area. Provisions in the Banten Province 2022-2027 Regional Medium-Term Development Plan (RPJMD) have contained several focuses on road and bridge infrastructure development; connecting all provincial roads in a provincial road network system according to construction standards with stable conditions.

However, the Banten Province RPJMD target for the 2022-2027 period for road and bridge infrastructure development is difficult to achieve. This can be seen from the development of road and bridge infrastructure development during the current years that does not allow the province to pursue the existing RPJMD targets. One of them is caused by the implementation of road and bridge infrastructure development programs that are constrained by technical factors and the impact of budget refocusing in previous years.

## **Theoretical Framework**

### **Performance**

Humans come together and form organizations to collectively achieve individual and organizational goals (Cyert & March, 1963; Daft, 2010; Simon, 1964), and their performance is an important function for organizational development through goals (Schendel & Hofer, 1979). Performance in general can be interpreted as an assessment to determine the ultimate goal by individuals, groups, and organizations. (Wirawan, 2009) argues that performance is the output produced by indicator functions or indicators of a job or a profession in a certain time. According to Arnold and Feldman in (Amins, 2012) performance is a series of individual behaviors or activities that are in accordance with the expectations or desires of the organization where he works. This is also supported by Gibson, Ivancevich, and Donnelly (Amins, 2012), it is said that performance is the level of success in carrying out tasks and the ability to achieve predetermined goals. This limitation means that performance is declared good and successful if the desired goals can be achieved properly. In an organization, performance appraisal of an organization is important. This is because performance and performance appraisal are inseparable things. (Mustopadidjaja, 2003) states that there are several types of performance indicators, namely: Input indicators measure resources such as budget (funds), human resources, equipment, materials, and other inputs, which are needed to carry out activities. By reviewing the distribution of resources, an institution can analyze whether the allocation of resources owned is in accordance with the established strategic plan.

### **Performance Measurement Model**

The performance measurement model according to Dwiyanto (Pasolong, 2013) includes:

1. Productivity

The concept of productivity not only measures the level of efficiency, but also the effectiveness of services. Productivity is generally easily understood as the ratio between input and output. Productivity is a level of organizational achievement in achieving the goals that have been set can be achieved.

2. Service Quality

Many negative views formed about public organizations arise because of public dissatisfaction with quality. Thus, according to Dwiyanto, public satisfaction with services can be used as an

indicator of public bureaucratic performance.

### 3. Responsiveness

Responsiveness is the ability of an organization to recognize the needs of the community to formulate service agendas and priorities and develop public service programs in accordance with the needs and aspirations of the community. One of the performance indicators, responsiveness directly illustrates the ability of public organizations to carry out their vision and mission, especially to meet community needs.

### 4. Responsibility

Explains whether the implementation of public bureaucratic activities is carried out in accordance with the principles of proper administration with bureaucratic policies, both explicit and implicit.

### 5. Accountability

How much public policies and activities are subject to political officials elected by the people or a measure that shows the level of conformity of service providers with measures of external values or norms that exist in society.

## **Methodology**

The research method used in this research is descriptive qualitative research. the use of descriptive qualitative methods is intended to make a description, description systematically, factually, and accurately about an object, a set of conditions at the present time and the relationship between the phenomena being investigated (Creswell, 2014). So that using qualitative research can analyze comprehensively and in depth about the performance of the PUPR Office of Banten Province in managing roads and bridges. To get data that suits the research needs, the author must go through a process called data collection. In this study, the data collection technique carried out by the author was through interviews with the technique of determining informants using purposive techniques. In this research, the author also conducted a documentation study by reading, studying, and analyzing various regulations and documents related to the research conducted.

## **Results and Discussion**

The performance of the Banten Provincial Public Works and Spatial Planning Office in road and bridge management needs to be considered because 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, it is very necessary for the condition of roads and bridges to meet the expectations of the community. The existence of good roads and bridges will facilitate the community in transportation and feel comfortable. Article 1 point 4 of Law No. 38 of 2004 concerning Roads, defines Roads as land transportation infrastructure which includes all parts of the road, including complementary buildings and equipment intended for traffic, which are on the surface of the land, above the surface of the land, below the surface of the land and / or water, and above the surface of the water, except railways, lorries, and cableways.

The results showed that the performance of employees of the PUPR Office of Banten Province in the category was quite good by prioritizing the needs of the community. The responsiveness of the PUPR Office in coordinating the information system if there are reports from the public

or news from the mass media (radio, television, and other social media) regarding road and bridge damage, the PUPR Office immediately conducts an inspection (survey) of reports / mass media notifications so that if the condition of the roads and bridges is severe enough, action will be taken to obtain administrative data and data on the condition of the road or bridge. The PUPR Office is also precise in responding to public complaints. Service time is important in the framework of the service process.

Because in principle, people want fast, precise and certain services. The PUPR Office also provides good quality service to the community, this can be seen from the quality of road and bridge construction provided. The PUPR Office prioritizes the quality of development even though sometimes the quality of development is not good, this is due to the lack of supervision of the development implementation team (Contractor) so that quality assurance is not guaranteed. However, the results of research by Apriliani et al (2025) explain that the index of public satisfaction with PUPR services in Banten Province. The apparatus which is Human Resources (HR) in the Banten Provincial Bina Marga and Spatial Planning Office, consists of civil servants (PNS) and Non-Permanent Employees (PTT), until January 2023, the number of personnel in the Bina Marga Division of the PUPR Office of Banten Province is 136 people with details, employees with civil servant status are 43 people and employees with Non- Permanent Employee status are 93 people.

Data on employees (civil servants) in the Banten Province Bina Marga and Spatial Planning Office, when viewed based on the level of education can be seen in Table 2. as follows:

<b>Last Education</b>	<b>Number of Staff</b>
Elementary School (SD)	1
School Advanced Level Junior High School (SLTP/equivalent)	-
School Advanced Level Senior High School (SLTA/equivalent)	13
Diploma III	3
Bachelor Degree	18
Bachelor Degree-2	8
<b>Total</b>	<b>43</b>

Tabel 2. Data on the Latest Education Level of Civil Servants in the Bina Marga Sector PUPR Office of Banten

Source: Dinas PUPR , 2023

Meanwhile, when viewed based on rank or class, it can be detailed in Table 3, as follows:

<b>Rank/Group</b>	<b>Number of Employees</b>
Pembina/Gol.IV	1

Administrators/Gol.III	29
Registrar/Gol.II	12
Juru/Gol.I	1
<b>Total</b>	<b>43</b>

Table 3. Civil Servant Data for Bina Marga PUPR Office of Banten Province Based on Rank and Class  
 Source: Dinas PUPR, 2023

From the description above, it can be seen that employees of the Highways Division who have a bachelor's degree are 41.86% of employees, employees who have a high school education are 30.23% of employees, only 18.6% have a master's degree, besides that there are still those with an elementary education of 2.3%. Therefore, the Highways Division of the PUPR Office of Banten Province still has a lot of high school education. To face future challenges, the Highways Division of the PUPR Office of Banten Province continues to make efforts to develop employees through courses, technical training, and learning opportunities for scholarship programs offered by the government. All of this is done in an effort to increase the professionalism of human resources, especially in the Bina marga field.

Based on this research, it explains that the level of formal education possessed by employees of the PUPR Banten Province Office, there are still staff with a high school education level (some staff are completing their undergraduate degree) plus many undergraduate staff who do not match their expertise or are not graduates of civil engineering. Low or inappropriate education levels certainly affect performance, because employees with low or inappropriate education may have less knowledge than employees with high education and expertise.

The performance of the PUPR Office is measured by the level of success of what is being done. Accountability for the programs that have been implemented must be in accordance with what happened, if it does not go well, it will raise questions in the minds of the public and of course will assess that the performance of the PUPR Office of Banten Province is considered weak. The performance of road and bridge management in public services in accordance with the performance measurement model according to Dwiyanto includes:

Performance Elements Model (Dwiyanto)	Condition on Dinas PUPR
Productivity	The performance of the Banten Province Public Works and Spatial Planning Office does not have good productivity because not all development activities can be realized due to the many tender failures and the difficulty of licensing from related parties such as licensing from the center. For human resources at the PUPR Office, it is quite reliable even though it is not in accordance with the required criteria, but the PUPR Office has anticipated this by conducting technical trainings through the jakon field, then the lack of an adequate budget, lack of sufficient equipment and heavy equipment.
Quality of Service	The quality provided by the PUPR Office can be said to be quite good considering that the PUPR Office has

	provided good service to the community, this service can be seen from the construction of roads and bridges as a form of service to the community. However, there are many obstacles to the quality of development due to very complicated requirements when customers activities hinder and reduce implementation time.
Responsiveness	Responsiveness provided by the PUPR Office can be said to be quite good because the PUPR Office has tried to respond well to reports from the community regarding the construction of roads and bridges that are damaged or that are no longer usable. Then the PUPR Office has also provided socialization related to road and bridge construction to the community so that the community can take part in maintaining the roads and bridges.
Responsibility	The PUPR Office has provided good service to the community, this can be seen from the PUPR Office's quick response to community reports regarding damaged roads and bridges, then the PUPR Office immediately reviews (surveys) the location so that it can be directly reported and handled (repair).
Accountability	The PUPR Office has provided accountability in accordance with the existing legal basis. Every road and bridge construction activity is always made a report and then the report continues to be given to regional leaders for follow-up. In addition, when there are reports from the community regarding damaged roads and bridges, the PUPR Office is immediately swift to repair the roads and bridges in accordance with existing regulations.

Table 4 Synthesis between performance measurement model Dwiyanto on Pasolong (2013) and Condition on Dinas PUPR

Source: Dinas PUPR, Produced by Author (2025)

Road and bridge construction work is based on a priority scale, where the priority scale is to prioritize roads and bridges that are severely damaged, moderately damaged or lightly damaged and need immediate handling. The PUPR Office divides the work. For example, the construction of severely and moderately damaged roads and bridges will be carried out by the Bina Marga Division, while the repair and maintenance of lightly damaged roads and bridges will be carried out by UPT (Technical Implementation Unit) in each region. Prioritization is carried out because the PUPR Office has many obstacles including minimal heavy equipment and lack of reliable workers.

Lack of adequate budget, lack of sufficient equipment and heavy equipment, There is a change in road status, namely several provincial roads to national roads and national roads to provincial roads, which makes not all roads that have lost status in good condition. There is work that fails

the auction, the implementation of development is according to plan but sometimes not on time (according to natural conditions) in achieving maximum results, according to predetermined targets, useful and supporting the process of running the activities of the Public Works and Spatial Planning Office.

For this reason, it is hoped that employees of the PUPR Office of Banten Province can maintain and further improve performance in building roads and bridges, so as to provide excellent service to the road and bridge user community. The successful implementation of road and bridge construction carried out by employees supports the process of running the activities of the Banten Province Public Works and Spatial Planning Office and employees already have procedures or instructions as information on the implementation of road and bridge construction. For leaders, they should continue to work in accordance with existing procedures so that the activity process can run effectively and efficiently, until the desired goals are achieved in accordance with the Vision and Mission of the Banten Province Public Works and Spatial Planning Office.

## **Conclusion**

The performance of the Banten Province Public Works and Spatial Planning Office (PUPR) is measured based on several aspects. First of all, productivity is still considered poor because several development activities could not be realized due to tender failures, difficulty in obtaining permits from the central government, and limited budget and equipment. Although the human resources are considered reliable, it is necessary to improve the criteria and technical training. Second, in terms of service quality, the PUPR Office is considered to provide good service to the community through the construction of roads and bridges. Third, responsiveness is considered quite good because the PUPR Office tries to respond well to reports from the community.

Furthermore, the fourth aspect, namely the responsibility of the PUPR Office, is considered good because they quickly follow up reports related to damaged community roads and bridges, and provide socialization to the community to participate in infrastructure maintenance. Finally, in terms of accountability, the PUPR Office has provided accountability in accordance with the applicable legal basis. With the applicable legal basis. Every development activity is reported to regional leaders, and they are swift to repair roads and bridges in accordance with regulations that receive reports from the community. This performance evaluation is important to prevent negative judgments from the community and ensure transparency and accountability in the implementation of development programs.

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