



## Analysis of Infrastructure Governance-Based Contractor Performance Supervision in Road Maintenance Projects in West Limboto District

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### ABSTRACT

Monitoring contractor performance is an important part of ensuring the quality of work in accordance with technical standards and community interests. This study aims to analyze the performance supervision of contractors based on Infrastructure Governance in road maintenance projects in West Limboto District. This study uses a descriptive qualitative approach with data collection techniques through observation, interviews, and documentation. The results of the study show that Infrastructure Governance-based contractor performance supervision has been implemented, but it is not optimal. From the aspect of transparency, information on planning, implementation, and progress of road maintenance has not been conveyed evenly to the community, even though it has been carried out through the installation of project boards, socialization, and direct communication in the field. From the aspect of accountability, it is not optimal because the conformity between technical standards and work results is not fully guaranteed, as shown by the discovery of roads that are quickly damaged, even though supervision is carried out through administrative inspections and field monitoring. From the aspect of integrity, the quality of work at some points is still not optimal due to external factors, even though material testing, SOP implementation and supervision have been carried out. From the aspect of responsibility, the implementation of supervision is still constrained due to budget limitations and the number of road sections that must be handled, even though the handling of damage reports, checks and repairs during the maintenance period has been carried out. From the aspect of participation, it is not optimal because community involvement is still limited in planning and evaluation, although there have been complaints and reports related to road conditions. Thus, the supervision of contractor performance needs to be strengthened to ensure the quality of sustainable road infrastructure and increase public confidence in the performance of local governments.

### INTRODUCTION

*Infrastructure Governance* It can be understood as the government's way of managing infrastructure development so that it runs in an orderly, clear, and in accordance with the needs of the community. In this concept, infrastructure is not only seen as a physical result such as a road or bridge, but also as a series of processes that require planning, budget management, implementation, and well-managed supervision. Village and sub-district development is an integral part of national development. This development not only aims to improve infrastructure, but also to improve the quality of human resources and community welfare (Akibu & Djafar, 2025). The

government needs to ensure that every stage of development is carried out correctly, starting from preparing a plan, preparing a budget, determining the implementation of the work, to monitoring the course of activities. With organized management, various problems such as waste, inappropriate work, or improper use of the budget can be minimized. Therefore, the success of infrastructure development is not only measured by the final result, but also by how the entire process is carried out from the beginning.

In road construction and maintenance, *Infrastructure Governance* is important because it has a direct effect on the quality of services and community comfort. If every development process is managed properly, the results of the roads built will be of higher quality, durable, and really provide benefits for residents. The government also needs to ensure that the work is not late, the materials used are appropriate, and the results are not easily damaged. Therefore, the implementation of *Infrastructure Governance* is an important basis for local governments in ensuring that road construction is not only completed, but also provides long-term benefits for the community. In the framework of *Infrastructure Governance*, supervision is a very important element because it functions to ensure that every infrastructure development and maintenance process runs according to the principles of good governance.

Supervision is one of the main functions in public administration which plays an important role in ensuring that every government activity runs in accordance with the plans, standards, and provisions that have been set. The word "supervision" comes from the word "awas" which means, among others, "supervision". The term supervision is known in management science and administrative science, namely as one of the elements in management activities. According to Rusli Ramli (2010:63), that "Supervision is defined as an effort to determine what is being carried out by assessing the results/achievements achieved and if there are deviations from the standards that have been determined, then improvement efforts are immediately held, so that all results/achievements achieved are as planned" (S. Waruwu, 2021). This opinion shows that supervision has an important role in ensuring that each activity runs according to the plan that has been set, as well as taking corrective actions if deviations are found so that the implementation remains effective and achieves the expected goals.

In public administration, supervision is an important part of realizing good governance. In Indonesia, public administration supervision aims to ensure that the implementation of government runs in accordance with the law and is carried out efficiently, transparently, and accountably. Supervision in the implementation of road infrastructure is a tangible manifestation of the government's control function to ensure that every stage of activities, from planning, implementation, to evaluation, runs in accordance with applicable standards and regulations. The success of road construction is not only seen from the physical results alone, but also from how the implementation process reflects the value of integrity and responsibility to the public interest. When supervision is done properly, the potential for irregularities such as inappropriate use of materials, project delays, or budget abuse can be minimized. Therefore, supervision in public administration is not just an activity to assess results, but also a means to maintain public trust in the government and ensure that road infrastructure development truly brings benefits to improve people's welfare.

In an effort to strengthen governance, improving the quality of supervision and public services is very important to ensure the achievement of bureaucratic effectiveness and public trust in local governments. According to Kurniati & Botutihe (2020), public services are the main measure of the success of the implementation of government duties and a reflection of the performance of regional bureaucracy. Therefore, the success of development is not only measured by physical results alone, but also by the government's ability to implement good governance principles in every implementation process. The application of these principles is the basis for local governments, especially the PUPR Office, to ensure that all infrastructure development activities run according to the provisions and provide real benefits to the community.

In the national context, Indonesia implements strategic infrastructure policies that aim to improve connectivity, smooth logistics flows, and grow the national economy (Hartono et al., 2025). With the availability of a good road network, a region will more easily integrate the potential of local resources with the wider market, so as to increase the economic competitiveness of the region. Therefore, road construction and maintenance are important indicators in measuring the success of the development of a region or country.

As a form of this commitment, the Government of Indonesia has made the road infrastructure sector a top priority in encouraging economic growth and equitable development in all regions. This effort has yielded positive results. Based on data from the Ministry of PUPR in 2024, the level of national road stability has reached 95.22% of the total length of national roads of 47,604.43 km, of which around 45,326.93 km are in stable condition (Pusdatin PUPR, 2024). This achievement shows a considerable increase compared to previous years and reflects the government's success in improving the quality and connectivity of the national road network as a whole.

However, success at the national level has not been fully felt at the regional level. In the field, there are still many road maintenance projects that have not met the expected standards. Public complaints about slow repairs and low quality of work results are still often heard. As a result, newly repaired roads are often quickly damaged again. This condition is certainly detrimental to the community as well as shows weaknesses in the governance system and the implementation of infrastructure projects.

On the other hand, the implementation of supervision of road infrastructure projects still faces various obstacles, especially budget limitations that are not proportional to the number of damaged roads. This condition

causes the allocation of maintenance funds to often be insufficient to repair all damaged roads. In addition, the increasing traffic burden also accelerates road damage before it reaches the planned life. This is a challenge for local governments in maintaining the quality of roads in good condition and functioning as they should.

This phenomenon even triggered a form of protest from the community, such as what happened in Ombulo Village, West Limboto District, where residents planted banana trees in the middle of a pothole road as a form of disappointment over the slow repair of roads that had been damaged for more than three years (Nawu, 2025). The action is a symbol of public criticism of the slow response of local governments in improving infrastructure that has a direct impact on their welfare. In fact, the government actually already has clear rules regarding responsibility for road maintenance. Regulation of the Minister of Public Works No. 13 of 2011 concerning Road Maintenance and Inspection Procedures should be a guideline for local governments to maintain stable road conditions. However, the reality on the ground shows that there is still a large gap between rules and practices. Many roads are potholes and quickly damaged even though they have just been repaired, indicating weak supervision and low accountability in the management of road projects.

In addition to the supervision factor, the implementation of road infrastructure projects also faces a number of obstacles that originate from internal factors, especially in the implementation of the work. Ideally, the contractor carries out the work according to the technical standards that have been set. However, in the field, there are still often conditions where the quality of the implementation has not fully met the planned provisions. For example, the results of the work are uneven, the thickness of the road layer is inconsistent at several points, or the compaction process has not been maximized so that the road is damaged faster. This situation is generally caused by a lack of optimal quality control during the work process. Information about the implementation and progress of road maintenance has also not been clearly conveyed to the public, thus causing public uncertainty about the implementation time, quality of repairs, and follow-ups carried out by local governments. Therefore, more intensive monitoring is needed so that the implementation of the work is truly in accordance with the expected quality standards.

This condition shows that the value of trust and justice is not only an ethical demand, but also an important foundation in this research, especially related to how the infrastructure supervision system is run in the regions. Therefore, a governance approach is needed that is able to ensure that the development process runs according to these principles.

In this case, the application of *the principle of Infrastructure Governance* is important to strengthen the supervision system that has not been running optimally. Supervision problems can be seen from several conditions, such as field inspections that have not been carried out regularly, material quality verification which is sometimes carried out administratively. In addition, there are still work results that show non-compliance with technical standards, such as road surfaces that are uneven or have been damaged again in a relatively short time and have not reached the plan life. This condition shows that the supervision process has not been fully able to ensure the conformity between planning, technical standards, and implementation results.

In this case, Government Regulation Number 22 of 2020 concerning Implementation Regulations of Law Number 2 of 2017 concerning Construction Services explains that supervision is an important part of the implementation of construction services to ensure that all development activities are carried out in accordance with the provisions of the law, quality standards, time, and costs that have been set. This regulation also affirms the role of the central and regional governments in providing guidance and supervision in a sustainable manner to the implementation of construction projects, including road infrastructure development projects. With this legal basis, it is hoped that the supervision process will be more directed, transparent, and able to minimize potential deviations in the implementation of construction activities.

Furthermore, as a technical implementer at the regional level, the Public Works and Spatial Planning Office (PUPR) of Gorontalo Regency has a great responsibility in ensuring that all road construction, repair, and maintenance activities are carried out in accordance with applicable regulations and technical specifications. This agency plays an important role in the process of planning, implementing, supervising, and maintaining public infrastructure, including the road network which is the lifeblood of community mobility and the local economy. Good and complete infrastructure will facilitate regional economic activities, while poor infrastructure can actually hinder economic growth and slow down overall development (Rakhmalina, 2019).

In an effort to understand and overcome the challenges faced by the PUPR Office in road infrastructure supervision, several previous studies also highlighted the problem of supervision of infrastructure projects. Rakhmalina (2019) in his research found that the supervision function has been carried out well and effectively, and has clarity in the implementation and application of sanctions, but there are still projects that are not completed on time due to external constraints such as difficult access to materials, transportation delays, and limited animal husbandry facilities. Meanwhile, Putubasai et al (2023) in their research at the East Lampung Regency PUPR Office found that weak supervision is caused by the lack of supervisory personnel and the lack of optimal performance of the Technical Implementation Officer of Activities (PPTK), so that supervision of contractors has not run optimally. These two studies show that there is a gap between the ideal supervision system and the reality in the field, caused by limited internal capacity and operational constraints.

By looking at the complexity of the above problems, this research is very important to be carried out. This is because the level of road damage in West Limboto District shows the weak governance and supervision system of infrastructure maintenance projects which has a direct impact on the quality of work and community welfare. Although the achievements of national road construction show improvement, conditions in the regions still show a considerable gap. This research has academic value because it fills the gap in the study of project supervision in the regions, as well as practical value because it can provide strategic recommendations for the Gorontalo Regency PUPR Office in improving the supervision system, improving the quality of contractor work, and restoring public trust in the local government. In the end, strengthening road infrastructure governance is expected to increase community mobility, facilitate the distribution of agricultural products, strengthen regional economic competitiveness, and improve the welfare of the Gorontalo people in a sustainable manner.

## RESEARCH METHODS

In this study, the type of research used by the researcher is descriptive research with a qualitative approach. According to Sugiyono (2007), qualitative research is a research method used to research on the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument, the data collection technique carried out is Interview, data analysis is inductive and the results of qualitative research emphasize meaning rather than generalization. In addition, Creswell (2016) states that qualitative research is a type of research that explores and understands meaning in a number of individuals or groups of people who come from social problems. Qualitative research can generally be used for research on people's lives, history, behavior, concepts or phenomena, social problems, and others (Akmal Sulaiman & Mulianto Budi, 2023).

This research was carried out at the Gorontalo Regency Public Works and Spatial Planning Office (PUPR), which is a local government agency that has responsibility for planning, development, maintenance, and supervision of infrastructure in the Gorontalo Regency area. The time used by the researcher is from December 2025 to February 2026.

Research will not produce accurate findings without being supported by complete and valid data. In research, data can be in the form of numbers, facts, opinions, or observation results that are relevant to the focus of the study being conducted. Therefore, in this study, the researcher uses two types of data, namely primary data and secondary data, as the main material in supporting the research discussion.

In this study, the data collection technique was carried out through Purposive Sampling. According to Turner (2020), Purposive Sampling is a sampling technique used when researchers already have individual targets with characteristics that match the focus of their research (Ksanjaya & Rahayu, 2022). This technique was chosen so that researchers can obtain relevant and in-depth information from informants who are directly involved or have experience related to monitoring contractor performance on road maintenance projects at the Gorontalo Regency PUPR Office. The data collection techniques in this study also use interview techniques, field observation (observation), and documentation.

### Data Analysis

According to Ulber Silalahi (2009:339), analysis activities consist of three streams of activities that occur simultaneously, namely data reduction, data presentation, and conclusion drawn/verification (Nurdewi, 2022). It can be explained as follows:

### Data Reduction

Data reduction is an integral part of the data analysis process in qualitative research. This process includes selection, concentration, simplification, abstraction, and transformation of raw data obtained from the results of field records. Data reduction is carried out continuously throughout the research process, especially at the data collection stage, with activities such as making summaries, coding, tracing themes, grouping data, compiling partitions, and writing memos.

### Data Presentation

Data presentation is an important activity that is the second stage in research, where data that has gone through a reduction process is then systematically compiled so that it is easy to understand and analyze further. This data presentation allows researchers to conduct comparative analysis by comparing results from various sources, such as interviews, observations, and documentation, in order to find suitability and differences that support the process of drawing research conclusions.

### Conclusion

This activity is the third stage in qualitative research which is carried out through the process of drawing conclusions from the results of data analysis that has been systematically compiled. In this study, the researcher draws conclusions based on the main themes that have been identified during the data reduction and presentation. The conclusion is then associated with the UNDP theory and its nine indicators as a basis for assessing the application of good governance principles.

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### Data Validity Checks

In this study, the validity of the data is tested through the triangulation technique, which is by combining various methods and data sources to obtain more objective results. This activity also includes re-checking the suitability between the results of the interpretation and conclusions that have been formulated previously based on the results of the observations made. The steps for applying the data validity technique in this study are explained as follows.

## RESULTS AND DISCUSSION

### Transparency

The transparency indicator emphasizes the government's obligation to open access to information related to planning, implementation, and development results. Transparency aims to ensure that all parties, including the community, contractors, and the PUPR Office, understand the road maintenance process, such as plans, schedules, and work progress, so as to create public trust and accountability in the implementation of projects. In this study, the principle of transparency can be seen from the efforts of the PUPR Office in conveying information to the public, the openness of contractors in reporting the progress of work to supervisors, and public access to obtain clear information about road work.

Based on the results of an interview with the Head of the Highway Division of Gorontalo Regency, namely Mr. "RAR" on Wednesday, December 17, 2025 at 10.30 WITA with the first question, namely "How does the PUPR Office inform the public about the plan, schedule, and progress of road maintenance work?" He said that:

*"The plan and progress of the work are not announced specifically to the community. But at each work location, a project board is always installed. On the board, it is clearly written the type of work, the name of the package, the budget, the start and finish time, and who the implementer is. So the public can find out basic information on the work from there. In addition, the progress of the work can also be seen directly in the field because the work activities are seen every day."*

Furthermore, the researcher's interview with Mr. "AG" who serves as the Young Expert Road and Bridge Management Manager, on the same day at 11.00 WITA, he said that:

*"If the progress of the road work plan is not notified to the community, if the information on the work in West Limboto is on the project board, such as what project, what package, what budget, when to start when when it will be completed, what kind of implementation, how many days will the implementation be. For development, they have seen it directly in the field."*

Then an interview with Mr. "MFB" who served as the Field Supervisor, on the same day at 12.30 WITA, he said that:

*"In the field, the community usually already knows that there is road work because there is a project board installed on the site. From the board, you can see the type of work, the time of implementation, and who is the implementer. In addition, we as field supervisors from the agency also often communicate directly with the surrounding community. If there are residents who ask about the schedule or progress of the work, we usually explain directly according to the conditions in the field."*

Furthermore, it is still on the same indicator, namely the Transparency indicator with the second question, namely "Is road maintenance information from the PUPR Office open to the public, or are there certain rules and regulations?" From this question, Mr. "RAR" explained that:

*"In principle, the information is open and there are no special rules that limit the public from knowing it. The information conveyed is also made simple so that it is easy for the community to understand. Even before the work starts, we usually conduct socialization first so that the public knows the work plan and does not feel disturbed during the implementation."*

Furthermore, Mr. "AG" also gave a response related to the question, where he said that:

*"There are no specific rules and regulations, the information is open to the public and easy to understand. In fact, we do socialization with the community before doing road work."*

Furthermore, the researcher interviewed the Field Supervisor, namely Mr. "MFB", where he explained that:

*"In our opinion, the information is quite open. The public can see firsthand the work process and are also free to ask questions. There are no special restrictions. Even before the work starts, there is usually a delivery or socialization to several communities so that they know that there will be road maintenance activities in this area."*

This statement shows that the transparency of road maintenance is carried out through the installation of project boards, socialization before the work begins, and direct communication between the field supervisor and

the community. Although the plan and progress of the work are not specifically announced, the public can still find out basic information about the work through the media and direct observation in the field.

Apart from the PUPR Office, the transparency of road maintenance was also analyzed from the contractor's side as a technical implementer in the field. The first informant from the contractor, Mr. "GHS", on Tuesday, December 30, 2025 at 13:30 with the first question "How does the contractor convey information on the progress of road maintenance work to the PUPR Office, Supervisors or the community in the field?" he said that:

*"In the field, we contractors convey the progress of the work directly to the supervisor. Usually we explain what work is running, to what stage, and if there are problems, it is also immediately conveyed. So the supervisor can know the condition of the work directly at the location. before the work starts, usually from the PUPR Office involving local residents as daily workers. We are also as contractors who are still allowed to enter the community area, especially to the village head".*

Furthermore, in an interview with the second informant, namely Mr. "AIA", on Wednesday at 13:50, he said that:

*"We convey the progress of the work directly to the supervisors in the field through routine coordination and verbal communication during checks. We explain the stages of ongoing work and the obstacles that occur. We also conduct socialization first to the surrounding communities who are affected by road maintenance activities. So we invite first, the village head, the community, second, Bhabinkantibmas / Babinsa, now we do socialization that here there is construction or maintenance of this road or road, we tell that it will be asphalted or we will make improvements. So before starting we do socialization to several communities".*

Furthermore, the researcher interviewed the third informant, namely Mr. "JH", on the same day at 14:35, he explained that:

*"Information about the progress of road maintenance work is conveyed based on the results of the work that has been carried out. We coordinate directly with supervisors in the field to ensure they know the conditions of the work. In addition, if the public asks for information about the project, such as schedule, budget, or quality of work. Usually there is also a project board every time there is a road work implementation".*

Furthermore, still with the same indicator, with the second question, namely "Are there obstacles in conveying job information, both to the government and the community?" from the question, Mr. "GHS", explained that:

*"So far, there are no obstacles in conveying work information, except in terms of land acquisition. For example, if the land to be carried out is still owned by the local community and is not yet available for the project, this is an obstacle. To overcome this, we always coordinate with related parties, including the local community and village heads, so that the process can be completed according to the rules. However, regarding communication and information delivery in general, there is no problem because it has been arranged according to the applicable procedures."*

Then Mr. "AIA" also gave a response to the question, where he said that:

*"Sometimes obstacles arise between consultants from our company and supervisory consultants from the PUPR Office, because the calculation of work progress can be different. For example, according to our calculations, the completion of a term has reached 50%, but when checked by a supervisory consultant in the field, the result is only 45%. Now the term here is the stage of disbursing project payments adjusted to the percentage of work progress. So, this difference is usually a source of obstacles in evaluating and reporting work progress. For information to the community itself, there are usually no obstacles."*

Meanwhile, Mr. "JH" responded that:

*"So far, in conveying information about the development of road works, I don't think there are any obstacles".*

In this case, the contractor conveys information on the progress of the work openly to the supervisor through routine coordination in the field. In addition, the contractor also conducts socialization to the village government and the community before the work starts, so that the community can find out about road maintenance activities and the implementation process.

The researcher then looked at the perspective of the community as the party that received the direct impact of road maintenance activities. By interviewing 5 community informants on the Transparency indicator with the first question, namely, "Do you feel that you have received information about road repair or maintenance activities in this village?" The first informant was a community living in Huidu Village, where the roads around the hamlet were damaged. The interview was conducted on Monday, December 29, 2025, at 11:00 WITA. The informant was named "LD" (43). He responded that:

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*"Yes, I have heard that there is information about road repairs in the village, especially in this hamlet".*

Furthermore, the response from the second informant, namely "TM" (38). Where he is a community living in Ombulo Village - Yosonegoro where the road around this village was damaged. The interview was held on the same day, at 12:45 WITA. He gave answers related to the above question, namely:

*"Until now there has been no information related to road repairs or maintenance. Judging from the condition of the road, this alone has not been repaired. Meanwhile, we from the community only use makeshift stockpiles, and the stockpiles still come from the community's own self-help."*

Furthermore, the third informant is "N" (45). Where he is also a community living in Ombulo Village (Ombulo – Horse Race), where the road in this village is a school area and there are still many damaged roads. This interview was conducted on Friday, January 09, 2026 at 11:30 WITA. The following is his response related to the question above:

*"Yes, indeed I have heard information that this road will be repaired, but until now no repairs have been made".*

Furthermore, the response from the fourth informant, namely "Y" (33). Where he is a community living in Padengo Village, (Padengo – Ombulo). The interview was held on the same day, at 12:45 WITA. He gave answers related to the above questions, namely:

*"If the information on the road repair plan is still there, but until now there has been no action from the government".*

Then the Fifth Informant, namely "SI" (29). Where he is a community living in Haya-haya Village, (Padengo – North Padengo / Haya-haya). The interview was held on the same day, at 13:30 WITA. He gave a response related to the question above, namely:

*"There is. I have heard information about the road repair, but until now there has been no realization."*

Then it is still in the same indicator, with the second question, namely, "Where do you usually know the information, and is the corrective information clear?" then the first information "LD" gives a response regarding the answer. He explained that:

*"The information we received was from the village government and it is clear that there will be improvements carried out in this village. But that's just information, well, if it will be realized, it doesn't exist yet."*

Furthermore, the response from the second informant, namely "TM", he explained that:

*"I haven't heard from where it came from, because until now there is no information for the repair of this road".*

Then, the third informant, "N", also gave a response related to the question asked by the researcher. Here is his answer:

*"We heard the information from the village government and also from representatives of DPRD members. He said that this road has been recorded in the office, but the funds have not yet come down, so until now it is not clear when it will be repaired."*

Furthermore, in an interview with the fourth informant, "Y", he explained that:

*"Usually we hear information from the candidates when they want to vote, they say that later the road in this village will be repaired. But until now this road has not been repaired, and from the direct government there has never been clear information. So, the repair of this road is still uncertain."*

Then the answer from the fifth informant, namely "SI". Here is the answer he conveyed:

*"Usually we hear from the village government. The information does exist, but it is not clear when and for sure this road will be repaired."*

In this case, the public generally knows about the existence of a road repair or maintenance plan through the village government, project boards, or information from certain parties. However, the information received is still not completely clear, especially regarding the certainty of the implementation time and realization of repairs, so that transparency is felt to be uneven throughout the region.

### **Accountability**

The accountability indicator emphasizes the obligation of all parties to account for every work result. In road maintenance projects in West Limboto District, accountability is reflected in the efforts of the PUPR Office in following up on road damage, contractors in ensuring work and materials according to technical specifications,

and the community in providing assessments of the results of road repairs. The form of accountability can be seen from the follow-up of repairs, checks of work progress, and transparency of reports to all related parties.

Based on the results of an interview with the Head of the Gorontalo Regency Highways Division, namely Mr. "RAR" with the first question, namely "What is the accountability mechanism of the Agency when the results of the work are not up to standard?" He said that:

*"Before the work is carried out, we have conducted a technical evaluation. If work is found that does not meet technical specifications or does not meet standards and it is in the maintenance period, we immediately ask the contractor to repair it. If there are indeed parts that must be dismantled, they will still be dismantled and reworked. This is done so that the results of the work remain in accordance with the standards that have been set. Basically, the damage does not occur directly. Even if it does, it is usually caused by factors outside of planning, such as heavily loaded vehicles that exceed the capacity of the road."*

Furthermore, the researcher's interview with Mr. "AG" he explained that:

*"We use evaluation before implementation. If there is something damaged and not up to standard, it is still under our maintenance as the implementer and we will repair it. In the implementation, nothing is immediately damaged, and the damage also has causes, meaning like an overloaded vehicle"*.

Then still with the same response from Mr. "MFB", he explained that:

*"As field supervisors, we monitor the work from start to finish. If damage is found and it is still under maintenance, then it is the responsibility of the work implementer. Usually damage does not occur immediately, but if it does occur, it is often affected by conditions in the field, such as heavily loaded vehicles passing through the road."*

Furthermore, still in the same indicator with the question "How does the Agency check the contractor's work report to ensure that everything is appropriate and accountable?" Mr. "RAR" gave the following answer:

*"Work reports from contractors are checked through several stages. Contractors are required to submit administrative reports, supporting reports, and photo documentation of activities. All of these reports are checked and adjusted to conditions in the field so that the work can really be accounted for."*

Next to the answer from Mr. "AG", he explained that:

*"For the contractor's work report, there are stages. The contractor first submits a determination process (assessment and examination of work results), then completes the administration such as supporting reports, data backups, and photos of documentation of activities in the field. All of these files are submitted as proof that the work has been carried out and can be accounted for according to applicable regulations."*

Furthermore, the response from the field supervisor, Mr. "MFB", he gave the answer that:

*"We check every report submitted by the contractor first. Starting from administrative completeness such as daily, weekly and monthly reports, there are supporting reports, to work documentation. We also match the report with real conditions in the field so that the work reported is really appropriate"*.

This statement shows that the PUPR Office carries out accountability through technical evaluation, field supervision, and examination of contractor work reports. If damage is found and it is still under maintenance, the contractor is asked to make repairs or re-dismantling so that the work results remain in accordance with standards and can be accounted for.

Furthermore, the description of the interview with the contractor related to the Accountability indicator, with the first question is, "How does the contractor ensure that the work and quality of the materials used are in accordance with the technical specifications?" then Mr. "GHS" explained that:

*"In every job, for example making roads, we must test the materials in the laboratory first. There are already specifications, for example, opening a new road or pavement first. If we use asphalt, we first test the quality of the asphalt, including the materials in the asphalt mixture. Likewise for materials such as landfills, according to the specifications of the type of landfill to be used, it must also be tested in the laboratory first. Usually the laboratory is in PUPR, but we as contractors take independent laboratories, for example at universities, not those from related agencies."*

Furthermore, the researcher's interview with Mr. "AIA", he said that:

*"The use of materials is always tested first to ensure that the quality is up to technical specifications. Before starting work, we take samples of materials from the company, then test them in the laboratory to make sure they are suitable for use. In this way, the materials used can meet the technical specifications that have been set."*

Meanwhile, the same response from Mr. "JH", he said that:

*"To ensure that the work meets technical specifications, the materials used are usually tested in the laboratory first. For example, heap materials or concrete strength for construction are tested before use in the field, so that all materials meet the set standards."*

Furthermore, still in the same indicator with the question "How does the contractor report the accountability of the progress of road work to the PUPR Office or supervisors?" Mr. "GHS", gave the following answer:

*"We report the progress of the road work directly to the supervisor in the field. In addition, we inform each stage of the work in writing through a daily report or document given to the supervisor. If there are obstacles or work that does not meet the specifications, we immediately report it so that it can be followed up immediately."*

Next to the answer from Mr. "AIA", he said that:

*"Usually in the contract there is already a schedule for the implementation of work, for example the percentage of completion for the first week, the second week, and so on. This schedule is also owned by supervisors in the field. How to report us according to the schedule, our work report today a week later there are already targets, this date must be a certain percentage of what we report. In our company too, there is a team of consultants who are in charge of reporting information on the development and condition of road work according to the date that has been determined in the schedule. Then the PUPR team goes into the field to see directly at the location. However, it should be noted that every job must still have supervisors from PUPR, there is a consultant and they always stay in the field. Because the consultant has its own tender, they win the consultant's job, for example, the road in this village, it is always side by side with the contractor"*.

Furthermore, the response from Mr. "JH", he gave the answer that:

*"Reporting on work progress is done manually and recorded in the report book. The reports are compiled daily, weekly, and monthly. At the time of term submission, the progress report is equipped with supporting data, such as a description of work achievements and visual photo documentation of work conditions in the field. All reports are then submitted to supervisors from the PUPR Office for inspection and verification"*.

In this case, the contractor maintains accountability by ensuring materials and work are in accordance with technical specifications through laboratory testing and regular progress reporting. Each stage of work is reported to the supervisor and equipped with supporting documents, so that the results of the work can be verified and accounted for.

Apart from the PUPR Office and contractors, the accountability of road maintenance is also analyzed from the side of the community as road users in the village. The following is a description of interviews with several community informants related to the Accountability indicator, with the question "Have the roads in this village ever been repaired? If so, what do you think the results will be?" the first informant, namely "LD", he explained that:

*"Yes, this road has been repaired. but since the GORR road (Gorontalo Outer Ring Road) was built, many heavily loaded vehicles passed through this road, so this road has been damaged again. At that time, about 1 year after this road was built, there was a construction of GORR, so from there the road began to be damaged. The results may have been good, but maybe because loaded vehicles often pass by, so it is quickly damaged and this road also penetrates to the GORR road, so they still pass here"*.

Furthermore, the researcher interviewed the second informant, namely, "TM" he explained that:

*"Yes, the road in this village has indeed been repaired. However, the road is damaged again and does not last long. This road is getting worse probably because many heavily loaded vehicles often pass through this road, so the small hole gradually gets bigger and becomes more and more damaged"*.

Then the third informant, "N" gave his response, he explained that:

*"If the repair has not been made. Since it was paved before, for approximately 10 years, it has never been repaired or maintained until now. The quality of the results is still arguably not good. It can be seen from the condition of this road that is quickly damaged, perhaps because it is often passed by heavily loaded vehicles and also because of water. We had banned large cars from passing on this road, because it could add to the condition of the road so it was getting more damaged. When it was quite badly damaged, the large vehicle stopped passing here. When the road was not too damaged either, we have reported it to be repaired so that it does not get more damaged, but there has been no response. So now the condition is even more damaged, especially if it rains usually becomes muddy and rocky"*.

Meanwhile, the fourth informant, namely, "Y" gave his answer. He said that:

*"Since this road was first paved until now, it has been about 5 or 10 years and has not been repaired again. If you look at the current condition, the quality of this road is not very good. Maybe because heavy rain is*

*often flooded with water from floods, so the road is quickly damaged. Therefore, we have also reported that water channels should be made so that water does not flow into the road, but until now there has been no realization. The road in the next alley was also concreted, but now it has also begun to be damaged, so what I see is that the results are still not good".*

Furthermore, the fifth informant, "SI", gave his response. He explained that:

*"When it was first paved, until now it has not been repaired. The front of the road began to be damaged about five years ago, while the back part has been damaged for a long time and the damage is quite severe. This road has also been paved, but only half of the road. Maybe it has not been damaged for more than a year, especially since there is PLN work and large vehicles such as PLN cars often go in and out, which is also one of the reasons why this road is quickly damaged and does not last long. The results may still not be good".*

Furthermore, it is still in the same indicator as the second question, namely, "Do you think the government has shown responsibility for the condition of the road in this village, for example by repairing the road again?" then this question was answered by the first informant, namely "LD", Here is the response he gave:

*"In my opinion, until now the government must increase attention to the condition of the road in this village. Because until now there has been no clear explanation about the reason why this road has not been repaired. This road itself has not been repaired for approximately 10 years, since the first time there was one who ran for a member of the DPRD and proposed to repair this road, from there the road was asphalted. However, I had received information from the village that this year there will be a plan to repair the road in this village. So hopefully the repair can really be realized".*

Furthermore, the response from the second informant, namely "TM", he explained that:

*"In my opinion, the government's attention to the condition of the road in this village is still not too optimal. The road has been damaged for quite a long time, about three to five years, and until now there has been no repair. In addition, we have not received certainty or a clear explanation when this road will be repaired."*

Then, the third informant, "N", also gave a response related to the questions asked by the researcher. Here is his answer:

*"At this time, there has been no improvement or maintenance. There have been people who often come to take pictures, measure, and collect data, but until now there has been no change. He said that the budget has not come down and the big road is still prioritized first. We hear that in 2026 it will be repaired, hopefully the information is indeed there and we hope that the information is correct".*

Furthermore, in an interview with the fourth informant, "Y", he explained that:

*"It can be seen that our road has also not been repaired. We have also never heard an explanation from the government why this road has not been repaired. At that time, there were indeed people who came to survey, take photos and data. Some were from the village and some were from the government, but after that there has been no follow-up until now."*

Then the answer from the fifth informant, namely "SI". Here is the answer he conveyed:

*"There has not been any repair on this road. back. The village government has actually reported the condition of this road to the government, but he said that the budget is still not available. The report has also been included, it's just that there has been no follow-up from the relevant agencies".*

In this case, the community considers that roads in the village have been repaired, but the results have not lasted long and further repairs have not been clearly seen. The lack of certainty of time and follow-up from the government makes the accountability of road maintenance feel that it is not optimal, so the community is still waiting for the realization of sustainable improvements.

### **Integrity**

The integrity indicator emphasizes honesty, seriousness, and compliance with the rules in the implementation of work. In the context of road maintenance, integrity can be seen from the commitment of the PUPR Office and contractors to carry out work according to standards, implement SOPs, and prevent the use of inappropriate materials. The community also assesses integrity through observation of the seriousness and honesty of contractors in carrying out work in the field.

Based on the results of an interview with the Head of the Highway Division of Gorontalo Regency, namely Mr. "RAR" with the question, namely "What are the steps taken by the Agency to prevent the use of materials that do not comply with standards or practices that are detrimental to the quality of work?" He said that:

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*"Before the work begins, the material to be used must be checked first. The material is tested in authorized laboratories, both in laboratories of local governments, provinces, and universities such as UNG. From the results of the test, an official report will be issued, and the report becomes the basis that the material used meets technical standards".*

Meanwhile, Mr. "AG" gave an explanation of the same thing by conveying that:

*"Before carrying out the work, the contractor first submits the material for examination, the material is examined and tested through the laboratory, both in the UG, local government, provincial, and also in the UNG laboratory.*

Furthermore, Mr. "MFB" explained the same thing regarding material testing and technical standards of work, by conveying that:

*"We always supervise the materials used in the work. Before use, the material must have gone through laboratory tests. We accept and check the test results as the basis for supervision. If the material does not meet the requirements, it is not allowed to be used in the field."*

Furthermore, it is still in the same indicator, namely Integrity with the second question, namely, "How is the implementation of SOPs and work ethics to ensure that supervisors and contractors work according to the rules?" then the Head of the Highway Division, Mr. "RAR", explained that:

*"In this work, there are stages that must be followed. At each stage there is always supervision, both from consultants and from within the agency. From the contractor's side, there are also field implementers and technical leaders who regulate the course of the work. In addition, the implementation of work refers to the applicable SOPs, so that work ethics in the field are maintained, starting from discipline, compliance with rules, to the responsibility of each party in carrying out their duties".*

Furthermore, Mr. "AG" explained that:

*"In the implementation of the work, there are SOPs and stages that must be followed. In the field, there are supervisors from the office. From the contractor itself, there are implementers and technical leaders who are responsible for the quality and quantity of work, so that each stage is supervised. In addition, supervision is carried out continuously during the work process so that the implementation remains in accordance with the provisions and does not deviate from the plan that has been set."*

Mr. "MFB" as the field supervisor from the service explained that:

*"In the field, we apply SOPs as a reference for daily work. As a supervisor, I ensure that every stage of work is carried out according to the procedures that have been set. Work ethics can also be seen from the way supervisors and contractors carry out their duties, such as being present on time, following technical directions, and maintaining coordination during the work. If inappropriate implementation is found, we immediately submit a reprimand and ask for improvements so that the work remains on the right track".*

This statement shows that the PUPR Office maintains the integrity of road maintenance through material inspection before use and testing at authorized laboratories. In addition, the implementation of SOPs and layered supervision is carried out at each stage of work, so that the quality of work remains controlled and in accordance with the technical standards that have been set.

Based on the subsequent interview with the contractor, the researcher asked the first question regarding "How does the contractor ensure that the road work is carried out honestly and professionally in the field and implement the SOPs and technical rules that have been set? Then Mr. "GHS", explained that:

*"We work according to the rules. In our company, there is also an SOP and we have to implement it, because after the work there is a check of everything. For example, we hoard or do paving, the thickness of asphalt is usually what is requested, for example, 5 ml or 10 ml but twice it is held into 2 layers. Before the work is completed, from the contractor's side, there is quality control, there is also a lab person in the contractor, the lab person is the one who ensures that the thickness of this asphalt is appropriate or not. Each work is called Core Drill. Well, this core drill is a method that is carried out to take concrete samples on a structure of an ordinary building on a pothole road and that is to find out whether the thickness of the asphalt is appropriate or not".*

Meanwhile, Mr. "AIA" gave a response, he said that:

*"First, we have to make sure that the material to be used is appropriate so that there are no errors in the implementation of the work in the field. Therefore, we prepare the necessary material inventory and ensure that the material has gone through laboratory tests and meets the technical specifications set out in the*

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*contract document. For example, if the thickness of the material has been determined at 1-3 cm, then the material used in the field must be in accordance with these provisions."*

Then Mr. "JH" explained that:

*"In the implementation of the work, we are guided by the SOPs and rules that have been set as a reference, including the technical specifications that we must comply with. In addition, we are also supervised by supervisors from the PUPR Office, so we do not do the work carelessly, especially on road maintenance work that has certain technical standards."*

Furthermore, it is still in the same indicator as the second question, namely, "What does the contractor do if a work is found that does not meet the standard?" then Mr. "GHS" explained that:

*"If all this time, we as contractors have always been accompanied by supervisors, so the possibility of work not meeting standards is small. Unless there is a play in the field, it can cause work that does not meet standards. If work is found that does not meet standards, we are forced to dismantle and make repairs because it does not meet the requirements. For example, in concrete work, the test results in the laboratory are in accordance with the set mixture, but in the field it turns out that the amount or size of iron used is less than the specifications that should be provided. These conditions are then checked by supervisory consultants in the field, and because they are not in accordance with standards, the work is forced to be dismantled. In this case, we as contractors are responsible for ensuring that the final results of the work are really in accordance with the standards that have been set."*

Furthermore, Mr. "AIA" gave a response, he said that:

*"If the results of the work are not suitable, then we make repairs and adjust them to the standards set by the field supervisor. We have a responsibility and must adjust according to the contract. If it is not suitable, we also do not want if something happens, for example during the inspection there is a TGR (Claim for Compensation), and also If the work is not suitable, the supervisor will not sign the results of the report, so the work must be really suitable in the field, both in terms of physicality, drawing, and materials used. All of these provisions have been listed in the contract, including the size and technical standards that must be met."*

Furthermore, in an interview with Mr. "JH", he explained that:

*"If work is found that does not comply with the provisions, the work will still be corrected by referring to instructions and directions from the board of directors or supervisors. We as contractors are obliged to follow up on every finding in the field so that the implementation of the work is again in accordance with the provisions of the contract, and the quality standards that have been set."*

Thus, the contractor shows integrity by carrying out work according to SOPs, technical specifications, and contract provisions. Internal supervision, quality control, and readiness to dismantle and repair work that is not in accordance with standards show the contractor's seriousness in maintaining the quality and honesty of the implementation of work in the field.

Furthermore, in my interview with the public, the researcher asked a question about "Do you think this road work was done seriously and according to the rules?" and then the first informant "LD" gave an explanation that:

*"In my opinion, if the matter is done seriously, yes. Because I also saw that at that time the workers were working on the road, there were also those who supervised"*

Meanwhile, the second informant, "TM" gave a response, he said that:

*"If I see that this work is indeed being done seriously and there must be someone watching as well"*

Then the third informant "N" gave his answer. He said that:

*"In my opinion, the work has been serious and according to the rules, but it may just be in the quality of the results are still not good"*

Next, the fourth informant "Y" gave his response. He explained that:

*"In my opinion, the work has been done seriously and surely they also follow the existing rules"*

Furthermore, the fifth informant is "SI". He gave a response, namely:

*In my opinion, the road work was indeed done seriously and seemed to be in accordance with the rules, although the results in the field were still some parts that were quickly damaged"*

Furthermore, it is still in the same indicator as the second question, namely, "Do you think that during the work the contractor works honestly and not carelessly, and there is supervision from the government?" then this question was answered by the first informant, namely "LD", Here is the response he gave:

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*"Yes, what I saw was that the contractor was working well, not carelessly. When the road work was taking place, there were also government parties who went directly to the location to supervise their work".*

Furthermore, the researcher's interview with the second informant, namely "TM", he explained that:  
*"When the work took place, there was indeed a government that came to supervise. But I have also seen some workers patching the part of the road that has holes, even those that have small holes and the asphalt has not been badly damaged. But I also don't know why it is only patched like that, maybe there is a certain reason from the implementer".*

Then, the third informant, "N", also gave a response related to the questions asked by the researcher. Here is his answer:

*"In the past, when the work was taking place, I saw that there was also a government that came to supervise. From what we saw, the work or the contractor did not work carelessly, it was just that the results did not last long".*

Furthermore, in an interview with the fourth informant, "Y", he explained that:  
*"During the work, what I saw was that the contractors worked as usual and were not careless. There are also government parties who come to see and supervise the work in the field, but there may be several causes that make this road quickly damaged".*

Then the answer from the fifth informant, namely "SI". Here is the answer he conveyed:  
*"During the work, what I noticed was that the contractor was working normally, it didn't look perfunctory. From the government's side, there were also those who went directly to the location to monitor the work. It's just that, in my opinion, there may be several other factors, such as road conditions, that make this road quickly damaged again."*

In this case, the community considers that the road work is done seriously and there is supervision from the government during the implementation. However, the community also highlighted that the results of the work at some points have not lasted long, so the quality of the work is still considered vulnerable to damage due to various factors in the field.

### **Responsibilities**

The responsibility indicator emphasizes the ability and willingness of the relevant parties to respond to problems and ensure that the results of the work can be accounted for. In this project, the responsibility of the PUPR Office is reflected in the handling of road damage reports, the contractor is responsible for the quality of work and follow-up if there is damage before the technical age, while the community assesses the extent of the government's response according to their expectations.

Based on the results of the interview with the Head of the Highway Division of Gorontalo Regency, namely Mr. "RAR" with the first question, namely "What is the form of responsibility or response of the PUPR Office in following up on road damage reports, especially when the maintenance budget is limited?" then Mr. "RAR" explained that:

*"If there are reports of road damage, in principle, we will still follow up. However, the handling is carried out by considering the priority scale. Considering that the length of the district road reaches approximately 1,518 kilometers which is divided into around 400 road sections, it is certainly not possible to handle all of them at the same time. Therefore, the handling of damage is adjusted to the level of urgency and availability of the existing budget".*

Meanwhile, the response came from Mr. "AG", he explained that:

*"In its implementation, we first handle the road sections that are considered the most priority. This is done because the condition of the district road network is quite extensive and not all of them can be handled at the same time. Therefore, the implementation of maintenance is adjusted to the needs in the field and the available budget capabilities. The determination of priorities is also based on the level of damage and its impact on community activities, so that handling can provide more optimal benefits."*

Furthermore, Mr. "MFB" gave the same explanation by saying that:

*"We usually receive reports from the community directly when we are at the work site, and some are also submitted through the office. After the report is received, we check in the field to see the actual condition. The handling is then adjusted to the priority level, because the number of road sections that must be monitored is quite large. Therefore, not all reports can be followed up at the same time and the implementation adjusts to the availability of the budget".*

Furthermore, it is still in the same indicator as the second question, namely, "If road damage reappears before the technical age, what form of responsibility does the Agency in handling the damage?" Mr. "RAR", explained that:

*"If the damage appears before the technical life of the road, then the damage occurs and is still under maintenance, then it is the responsibility of the work implementer (the contractor). We will ensure that repairs are carried out in accordance with applicable regulations. However, if the damage occurs after the maintenance period ends, then the handling is the authority of the service. In such conditions, we will first evaluate the level of damage and its causes. Furthermore, the handling will be adjusted to the priority scale and the availability of the existing maintenance budget".*

Furthermore, the response from Mr. "AG", he explained that:

*"If the damage reappears before the technical life is reached, it is still under maintenance so it is the responsibility of the relevant parties. In such conditions, we continue to supervise and follow up on repairs in accordance with applicable regulations. We also ensure that the repairs are carried out properly so that the road function can return to optimal. However, if the maintenance period has ended, the handling of the damage will be reconsidered by the agency through subsequent planning and budgeting".*

Furthermore, Mr. "MFB" as the field supervisor explained that:

*"As long as it is still in the maintenance period, repairs remain the responsibility of the implementer. In this case, we as field supervisors ensure that the repairs are really carried out in the field and that the results are in accordance with the technical provisions that have been set. Supervision is carried out directly so that the repair work does not deviate from the applicable procedures. In addition, during the maintenance period we also check the location periodically, which is once every six months. Thus, during the two-year maintenance period, we conduct field reviews four times, both in the first six months and the last six months of each year. If after the maintenance period ends there is still damage, we report this condition to the service as a consideration for further handling".*

This statement shows that the PUPR Office remains responsible for responding to or following up on road damage reports by considering the priority scale and budget availability. In addition, supervision is still carried out during the maintenance period and evaluation is carried out if damage reappears after the period ends.

Furthermore, the researcher's interview with the contractor continued with the first question, namely, "What is the form of responsibility and response of the contractor in the event of road damage after the work is completed or before the technical age is reached?" then Mr. "GHS" explained that:

*"In the road work, there is a maintenance period, if during the maintenance period there is damage, the contractor must continue to repair it. But after the maintenance period is over, 6 months to 1 year it continues to be damaged, it is not the contractor's responsibility anymore, there are already rules, right".*

Meanwhile, in response from Mr. "AIA", he explained that:

*"So, according to the provisions and rules of the PUPR Office, the work maintenance period is for 6 months after the work is completed. If during that period there is damage and is not caused by a disaster, then we as the contractor are still responsible for making repairs because it is still in the maintenance period. However, if the maintenance period has ended, then the damage that occurs is no longer the responsibility of the contractor".*

Furthermore, Mr. "JH" gave the same explanation by saying that:

*"In the work contract there are provisions regarding the maintenance period, so we continue to make improvements as long as the maintenance period is still valid. The length of this maintenance period depends on the agreement between the service and the contractor, some are set for 6 months and 1 year."*

Furthermore, it is still in the same indicator with the second question, namely "How do contractors ensure that the work remains according to the rules despite facing obstacles such as weather, budget, or technical conditions in the field?" Mr. "GHS" said that:

*"To ensure that the work remains in accordance with the rules despite facing obstacles such as weather, budget, or technical conditions in the field, we remain guided by the terms of the contract, and the work schedule that has been agreed. If there are obstacles, such as unfavorable weather or changing field conditions, we make adjustments to the time and method of implementation through coordination with supervisory consultants and the PUPR Office, without reducing the quality of the work. So, the work is still carried out according to applicable rules and standards".*

Then Mr. "AIA" gave a response, he said that:

*"When the contractor has signed the contract, it means that we have agreed to all the terms and aspects*

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*listed in it. Risks such as an increase in material prices and unfavorable weather conditions are the responsibility of the contractor. For example, when the contract is signed, the price of asphalt is still valid in December, but in January there is an increase in price, so we cannot reduce the volume of work that has been set. Likewise, weather constraints, such as rain, can affect the time of the work implementation, but are not a reason to reduce the quality of the work. Therefore, we continue to carry out the work according to the contract, technical instructions, and drawings that have been agreed. In this case, profit or loss in the implementation of the work is a risk that must be borne by the contractor".*

Meanwhile, in an interview with Mr. "JH", he explained that:

*"It is already a risk and is listed in the employment contract. The company cannot file a claim for these conditions, because we are still obliged to carry out the work in accordance with the applicable rules. Therefore, all risks arising in the implementation of the work are the responsibility of the contractor".*

In this case, the contractor is fully responsible for the quality of the work during the maintenance period in accordance with the terms of the contract. Obstacles such as weather, technical conditions, and implementation risks remain the responsibility of the contractor without reducing the quality of the work that has been determined.

Furthermore, the interview with the community with the first question, namely, "If residents submit a report of road damage, what is usually the response or response given by the government?" then the first informant, namely "LD", explained that:

*"There have been residents who have reported, but for now there has been no response or response from the government. Maybe there is but it has been conveyed to the village government. Their response is still slow judging from this road it has not been repaired for a long time, how many times have people come to report about this road but there has been no response".*

Meanwhile, the response of the second informant, namely "TM" He explained that:

*"They have not responded until now, then it has also been photographed in the picture, it went viral and then the community planted banana trees in the middle of the road. But until now there has been no action or response from the government".*

Furthermore, the third informant, "N" gave his response by saying that:

*"We have reported several times, both through the village government and to one of the members of the DPRD. But until now there has been no response or action from the relevant agencies. In our opinion, the response is still relatively slow because it can be seen from the road that is still damaged like this for a long time".*

Next, the fourth informant, "Y", gave his answer. He said that:

*"We usually report to the village office, maybe the village conveys it to the government. But until now there has been no response, the road is still like this".*

Then the answer from the fifth informant, namely "SI". Here is the answer he conveyed:

*"We usually submit the complaint to the village office, then the village forwards it to the government. But until now there has been no clear follow-up, the condition of the road is still damaged like this".*

Furthermore, it is still in the same indicator as the next question, namely, "When there is a delay in handling damaged roads, does the government usually give an explanation to the residents here?" then "LD" as the first informant explained that:

*"We have not received any explanation. Whether there are obstacles or what, the government has also not conveyed the reason why until now this road has not been repaired".*

Furthermore, the researcher interviewed the second informant, namely, "TM" he explained that:

*"Not yet, they have not explained to us why until now this road has not been repaired, maybe because there is no budget or how we don't know for sure. We only see that large highways are often repaired so that they are still good, the roads are still repaired, while for those that are badly damaged, they have not repaired them."*

Then, the third informant, "N", also gave a response related to the questions asked by the researcher. Here is his answer:

*"For now there is no explanation directly to us. All we hear is about the budget that has not been dropped".*

Furthermore, in an interview with the fourth informant, "Y", he explained that:

*"Until now there has been no explanation and clear information from the government or the road service in our village has still not been improved".*

Next, the answer from the fifth informant, namely "SI". The following is the answer he conveyed:

*"For now, there is no clear explanation from the government regarding the reason for the delay in repairing this road. Until now we have not received information why the road has still not been repaired".*

This statement shows that the community has submitted reports of road damage through various channels, but the response and explanation from the government is still considered slow and unclear. This condition makes the handling of road damage not felt optimally by the community.

### **Participation**

Participation is a principle that emphasizes community involvement in the development process. In road maintenance projects in West Limboto District, participation is reflected in the communication between contractors and the community and the village, the submission of inputs or complaints by residents, and the openness of the PUPR Office in following up on these reports and inputs. This involvement ensures that road work is more in line with the needs of the community and real conditions in the field.

Based on the results of an interview with the Head of the Gorontalo Regency Highway Division, namely Mr. "RAR" with the first question, namely "What is the mechanism of community involvement in submitting damage reports or providing input on road maintenance?" then Mr. Rifaldi Alam Rivai explained that:

*"Community involvement is usually carried out directly at the work site. We often ask for input from residents, especially regarding waterlogging points, drainage flows, or previous road conditions. Because the people who live around the location are more aware of the field conditions, the input is very helpful in the implementation of the work."*

Furthermore, Mr. "AG" as the Young Expert Road and Bridge Management Administrator explained that:

*"In road maintenance activities, community involvement usually occurs directly at the work site. We often interact with the local community to ask for input, especially regarding conditions in the field that they know better, such as the flow of water that crosses the road body. In addition, we also actively ask the community about these conditions as a consideration in the implementation of the work".*

Furthermore, Mr. "MFB" gave the same explanation by saying that:

*"As field supervisors, we consider the role of the community to be quite helpful in the implementation of work. Local residents often provide input directly in the field, for example road conditions that often experience problems. We record these inputs and we use them as considerations in supervision and coordination with related parties so that the implementation of work can be adjusted to conditions in the field".*

Furthermore, it is still in the same indicator as the second question, namely, "After the community provides a report or input, how does the Agency provide a response or follow-up information to the community?" then Mr. "RAR", gave the following answer:

*"In principle, we always respond to every report and input from the community. Especially if the work is still ongoing or is still in the implementation period, follow-up is usually carried out directly in the field. However, if the report is submitted to the agency and cannot be handled directly, the report is still recorded and processed according to the existing mechanism. We consider community participation very important, not only in submitting reports, but also in supporting the sustainability of road maintenance results".*

Meanwhile, in response from Mr. "AG", he explained that:

*"We still respond to every report submitted by the community. Especially if the work is still in the implementation stage, then follow-up can be carried out directly in the field. We also consider community participation important in road maintenance activities, because the input provided helps adjust the implementation of the work to conditions in the field."*

Furthermore, Mr. "MFB" explained the same thing with the statement that:

*"After receiving input from the community, we as field supervisors record it as a supervisory material. Then we convey it to the implementing party in the field. If the input is still possible to follow up and the work is still in the implementation stage, then repairs are usually carried out immediately. Thus, the community feels involved in the ongoing road maintenance process".*

This statement shows that the community is directly involved in the field, so that any input submitted can be recorded and, if possible, immediately followed up. This condition makes the community feel that they play a role in the road maintenance process and the implementation of work more in accordance with the real conditions in the field.

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The following is a description of the interview with the contractor regarding the Participation indicator, with the first question is, "Has the contractor ever communicated or discussed with the community or the village during the work?" then Mr. "GHS" explained that:

*"During the work, we as contractors continue to communicate with the community and the local village. We do this communication, especially at the beginning of the implementation of the work, such as asking for permission from the village government and submitting activity plans in the field. In addition, we also maintain good relations with the surrounding community so that the implementation of the work does not cause problems and can run smoothly."*

Meanwhile in an interview with Mr. "AIA", he explained that:

*"In the implementation of the work, we have had discussions and communication with the community and the village. This communication is usually carried out through socialization activities before the work starts, involving the village head and community representatives. Through this socialization, we convey information about the type of work, the implementation schedule, and the impact of the activity on the surrounding environment"*.

Furthermore, the response from Mr. "JH", he said that:

*"Communication with the community and the village is a mandatory thing. Therefore, we first report the implementation of the work to the local village or sub-district government. With this communication, the community and local officials know that there are road work activities, so that the implementation of the work can run in an orderly manner and do not cause misunderstandings in the field"*.

Furthermore, still in the same indicator with the question "How does the contractor respond to community input or complaints and make it as an adjustment material in road work?" then Mr. "GHS" gave the following answer:

*"From the community itself, there are usually rarely any inputs or complaints, because this road work is indeed intended for the community, so in general they do not refuse. Such adjustments are usually made at the planning stage, where we as contractors have not been involved. At that stage, those involved are the planning consultant and the PUPR Office. The community, especially the village head, is actually more involved in the planning stage because they are more aware of the road conditions in their village, such as the direction of water flow during the rainy season and the need for drainage channels. By involving the community from the planning stage, the work carried out can be in accordance with field conditions and not be in vain."*

Meanwhile, in response from Mr. "AIA", he explained that:

*"Still, we as contractors receive input from the community, then we convey the input to the consultant. Furthermore, the consultant will submit the input to the PUPR Office to consider whether it needs to be revised or sufficiently implemented according to the existing specifications. So, every input from the community is accommodated and discussed with the consultant and the PUPR. However, some adjustments are made and some are not, depending on conditions in the field. Previously, in one job, we usually carried out socialization. At the time of the socialization, there is often input from the community before the work is carried out. We convey the input, and during the discussion it is also attended by PUPR and consultants. If the input is considered necessary to be considered, then a revision or improvement of the contract is carried out, for example an extension of the work time or an increase in volume"*.

Furthermore, in an interview with Mr. "JH", he said that:

*"As long as the input provides good technical benefits and value for the work, then we accept it. However, if the input is not appropriate or not technically appropriate, then we are the ones who provide direction and explanation to the community. As for adjustments, if the input is indeed included in the work plan and in accordance with the applicable rules, then we still accept it and we implement it."*

In this case, the contractor continues to communicate with residents and the village during the work, so that input from the community can be considered and adjusted to the work plan. This helps the implementation of the work run more smoothly, orderly, and minimizes potential problems in the field.

Furthermore, the researcher interviewed the community with the question "Have residents ever submitted complaints or inputs related to the condition of the roads in this village?" then the first informant, namely "LD", explained that:

*"Once because the road conditions here are severe, there are many rocks and many potholes on the road, causing damage to vehicles, and accidents occur. Many transportation or motorcycle taxis (benttor) no longer want to enter our road because the road here is severely damaged. We want to work, go to the market,*

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*it is very difficult if we don't have a private vehicle, we have to walk forward to find transportation or a bumper, they no longer want to deliver to our house because it damages their vehicles".*

Meanwhile, the response of the second informant, namely "TM" He explained that:

*"Many and repeatedly we report there is still no response from them. We report because many fall because of potholes, especially when it rains, the holes are flooded, muddy and slippery roads. Moreover, there are many female users who are unfortunate there, unfortunately they damage the vehicle and the holes are quite large".*

Furthermore, the third informant, "N" gave his response by saying that:

*"Residents here have often submitted complaints. The road condition here is severe, there are many stones and potholes. If it rains, well, vehicles like motorcycles are difficult to pass, especially if the vehicle is damaged quickly. Even though this is also one of the access roads to school. Sometimes we are lazy to ride a motorbike because the conditions are like that, we are afraid of falling, so if the road is not possible, we usually choose to walk".*

Next, the fourth informant, "Y", gave his answer. He said that:

*"It has been a lot. Residents here complain because the road is damaged, muddy, and often floods when it rains and there is flooded water. The water from this road also flows to the bottom, so that the houses of the residents below are also affected by the flood".*

Then the answer from the fifth informant, namely "SI". Here is the answer he conveyed:

*"Ever, even often. We are here several times to submit complaints and inputs because of the condition of this damaged road and making it difficult for us to do our daily activities".*

Furthermore, it is still in the same indicator as the next question, namely, "Do you think the government has ever asked for the opinion or input of residents regarding the condition of the roads in this village?" then "LD" as the first informant explained that:

*"If there is no government yet, because at that time the one who proposed and repaired our road was only one of the candidates for DPR members, hopefully it will be repaired because our daily activities will be problematic because this road is damaged".*

Furthermore, the researcher interviewed the second informant, namely, "TM" he explained that:

*"Until now, there has not been. We just hope that this road will be repaired quickly".*

Then, the third informant, "N", also gave a response related to the questions asked by the researcher. Here is his answer:

*"From the office, until now we have never asked for the opinions of residents. Instead, we are the people who took the initiative to collect our own funds to hoard roads. We have piled up several times, but if it rains, it will still carry away water. Actually, this is not our responsibility, but because there has been no movement from the government, we are forced to do it ourselves. It's just that we let us pile up this damaged road, but it is still not the same as the paved road because this pile is not durable, it will definitely be carried away by water."*

Furthermore, in an interview with the fourth informant, "Y", he explained that:

*"Never. Usually we submit complaints to the candidates so that there are recommendations for road repairs, but until now there has been no realization."*

Next, the answer from the fifth informant, namely "SI". The following is the answer he conveyed:

*"If it hasn't been, until now we are just waiting for news for the road in this village to be repaired immediately".*

In this statement, it shows that residents often submit complaints or inputs related to the condition of damaged roads, but the response from the government is still limited and community participation in the planning stage is almost non-existent. This condition encourages the community to take the initiative to make temporary repairs independently, even though the results are not permanent.

## CONCLUSION

Based on the results of research and discussion on the Analysis of Infrastructure Governance-Based Contractor Performance Supervision on the Road Maintenance Project in West Limboto District, it can be concluded that the implementation of contractor performance supervision has been carried out, but has not run optimally. Judging from the aspect of transparency, information on planning, implementation, and progress of road

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maintenance has not been conveyed evenly to the community, even though it has been carried out through the installation of project boards, socialization, and direct communication in the field. From the aspect of accountability, it is not optimal because the suitability between technical standards and work results is not fully guaranteed, which is shown by the discovery of roads that are quickly damaged, even though supervision is carried out through administrative inspections and field monitoring. From the aspect of integrity, the quality of work at some points is still not optimal due to external factors, even though material testing, the implementation of SOPs and field supervision have been carried out. From the aspect of responsibility, the implementation of supervision is still constrained due to budget limitations and the number of road sections that must be handled, even though the handling of damage reports, checks and repairs of the maintenance period has been carried out. From the aspect of participation, it is not optimal because community involvement is still limited in planning and evaluation, although there have been complaints and reports related to road conditions. Overall, the supervision of contractor performance needs to continue to be strengthened in order to ensure the quality of sustainable road infrastructure and increase public trust in the performance of local governments.

## SUGGESTIONS

The Gorontalo Regency PUPR Office is advised to increase the disclosure of road maintenance information and evenly so that the public can know the plan, implementation, and results of road work.

Supervision of contractors' work needs to be carried out more regularly and any findings or reports from the community must be immediately responded to or followed up.

The community needs to be more involved in road maintenance, especially in conveying the condition of the damage and providing input, so that the implementation of maintenance can be in accordance with the needs in the field.

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