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Supervision of the Use of Road Project Funds of the Public Works and Spatial Planning Office in Bitung City

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Abstract. The purpose of this study was to determine the supervision of road project funds, especially rehabilitation/maintenance of the Public Works and Spatial Planning Office in Bitung City as well as supporting factors and inhibiting factors. This research uses qualitative descriptive method. The results showed that in the implementation of Road Development, road rehabilitation and maintenance of regional roads which are the responsibility of local governments, especially Bitung City, there are still discrepancies with the applicable provisions in Bitung City. There is a low level of budget realization in the Regional Work Unit (SKPD). This is due to the lack of supervision from the policy holders, either from the executive or the legislature in regional financial management, so that budget control is not effective. In addition, it was also found that the supporting factors in the Role of the Public Works Agency in the Supervision of Bitung City Road Projects are the budget for road project costs and human resources while the inhibiting factors are facilities and infrastructure, insufficient supervision costs, lack of field supervisory personnel and delays in completing road projects.

Keywords. Supervision, Road Project Fund, Local Budget, Local Financial Management

A. Introduction

In everyday life humans will never be separated from various activities, these activities involve one of them is work which is the main capital of the community in fulfilling their daily lives. It is a common opinion that any type of work in this world always requires a technique or in other words the right way so that the work can be completed properly and provide results that are in accordance with the expected quantity or quantity and have quality or quality based on predetermined standards, one of which is road project work (Subagyo, 2019) [1].

Everyone agrees that supervision is one of the management functions that is very supportive in achieving a job (road project work) so that the work provides maximum results. Supervision is one of the functions in the management of an organization. Where it means a process of monitoring and evaluating an activity. Supervision is said to be important because without good supervision it will certainly produce unsatisfactory goals, both for the organization itself and for its workers (Munandar, 2000) [2].

In an organization there are types of supervision used, such as preliminary control, cocurrent control, feed back control. In the supervision process, supervision stages are also needed to achieve the desired goals. The stages of supervision consist of several types, namely the stage of setting standards, the stage of measuring the implementation of activities, the stage of comparing implementation with standards and analyzing deviations and the stage of taking corrective action (Kusmayadi, 2009) [3].

Supervision of the use of project funds is needed to control the use of funds used to finance road projects based on the budget set by the government. Budget supervision (APBD) is a form of action to ensure that regional financial management runs in accordance with the objectives with the plan. Furthermore, it serves as a guideline for assessing the suitability between local government budget implementers and applicable regulations. In addition, it is useful and ensures that the APBD is used in accordance with applicable ethics and rules (Djadjuli, 2018) [4].

Supervision is basically directed entirely at avoiding the possibility of misappropriation or deviation from the goals to be achieved. Through supervision, it is hoped that it can help implement policies that have been determined to achieve planned goals effectively and efficiently. In fact, through supervision an activity is created that is closely related to determining or evaluating the extent to which work implementation has been carried out. Supervision can also detect the extent to which leadership policies are carried out and to what extent deviations occur in the implementation of the work (Suhadi, 2017) [5].

The planning function is basically a decision-making process with respect to desired results. The supervisory function is a systematic effort by management to examine whether implementation is in accordance with the plans and policies determined by the leadership (Mandagi, 2015) [6].

Residents of Bitung city complain about the poor infrastructure of the village roads that connect roads between their villages. It is very damaged and tortures its users. Residents hope that the Bitung city government cares a little about these conditions. They hope that the Public Works and Spatial Planning Office can build a more decent road or rehabilitate the road. Moreover, residents have had to enjoy damaged roads for decades. Some points are even like puddles during the rainy season. During the dry season, it is dusty because it is not paved.

City roads in urban villages that are damaged and potholed are the responsibility of the Bitung city government. Roads in urban villages connect sub-district cities, district roads, and other villages. Damaged roads are also starting to annoy residents because so far they have only been promised repeatedly, without realization.

The use of project funds is based on the realization of budget absorption, especially in the road sector in the current year. Road construction, road rehabilitation and maintenance of local roads are the responsibility of local governments, especially Bitung City.

Supervision is the act of comparing the results in reality (design) with the desired results (das Sollen). This is because these two things often occur deviations - deviations, then the task of supervision is to make corrections to these deviations.

The process of implementing institutional activities based on morality is certainly very supportive of the smooth implementation of supervision on the one hand. The process of organizing fund supervision in morality has certain dimensions and space, in terms of the time dimension in supervision, of course, has a more favorable aspect of future vision, supervision of road projects for example. Supervision when the most important in a road project work because with the supervision of work.

Road projects can run as expected, to avoid late fees, TGR due to overpayments, and TGR time, late payments according to the current year, but supervision is sometimes not based on the real truth, therefore the author raises the title Supervision of the Use of Road Project Funds of the Public Works and Spatial Planning Office in Bitung City.

In Bitung City, there is a low level of budget realization in SKPD. This is due to the lack of supervision from the policy holder, either from the executive or the legislature in regional financial management, so that budget control is not effective. Supervision is part of control, a weakness in supervision will result in the implementation of non-optimal budget realization.

The purpose of this study was to determine the supervision of road project funds, especially the rehabilitation/maintenance of the Public Works and Spatial Planning Office in Bitung City and the supporting and inhibiting factors.

B. Method

This research uses qualitative methods. Qualitative research is descriptive research, more often uses analysis with an inductive approach and emphasizes process and meaning (Bogar, 2023) [7]. This method is used because researchers want to know more deeply the problems that occur in the supervision of the use of road project funds of the Public Works and Spatial Planning Office in Bitung City.

With qualitative research, researchers use methods, steps, and procedures by utilizing data and information collected from respondents as subjects who provide answers and express their own feelings. Data and information collection is carried out directly by researchers through interviews (Kairupan et al., 2023) [8].

The data collection techniques used were triangulation techniques: observation, interviews and documentation studies. The data analysis technique used is a qualitative descriptive analysis, which is carried out by describing the data about the role of the Supervisory Role of the Road Rehabilitation / Routine Maintenance Project Fund in Bitung City. The data analysis steps used are editing, classification, data tabulation and interpretation (Kairupan et al., 2019) [9].

C. Result and discussion

The results of this study are the results of observations, document reviews and in-depth interviews conducted by researchers with informants related to the implementation of project fund supervision at the Bitung City PUTR Office, with the sub-focus of the research being 1)

Mechanism of realization of the use of funds; 2) The response of the Head of Leadership on fund supervision; 3) Obstacles and supporting factors in fund supervision.

Table 1. Research Findings based on Research Indicators

Research Focus: Risk Assessment in Financial Risk Management	
Indicator	Findings
1. Fund Realization Mechanism	1. Mechanisms for realizing the use of funds are understood 2. Mechanisms through the planning stage to prepare the budget (APBD) 3. All parties strive to carry out the mechanism in accordance with the rules

2. Head's response to fund supervision	<ol style="list-style-type: none"> 1. Not yet optimal leadership response to the implementation of fund supervision 2. Leaders' monitoring of the implementation of supervision is less than optimal 3. There is no reward and punishment for leaders
3. Obstacles and supporting factors in fund supervision	<ol style="list-style-type: none"> 1. There are still many inhibiting factors that exist in the implementation of fund supervision 2. And the lack of training for human resources 3. For supporting factors, there are already several in the implementation

Source: processed by researchers (2024)

Fund Realization Mechanism

The mechanism for using project funds may vary depending on the source of funds used, such as APBN, SBSN, or PPP: APBN: The Minister of Home Affairs prepares SBSN issuance plan for project financing, including SBSN Forwarding plan. After the project budget allocation is stipulated in the APBN Law, the Minister of Home Affairs will submit a notification to the SBSN Project Proponent: Ministries/agencies prepare SBSN work plans and budgets. PPP: The PPP scheme allows the government to not rely on the state budget in the provision of infrastructure services (Tomigolung et al., 2013) [10].

In general, the use of project funds can be done by observing the following rules: Prioritizing allocation on priorities, Strengthening synergy and integration of development funding, Directing development funding based on national development strategies. In addition, to create a project budget, you can consider the following: Define the project objectives, Define the project scope, Divide the end result into a number of subdependencies, List the resources required, Estimate the amount, Set aside a contingency budget, Compile the budget, Create a plan to monitor expenditures (Rasul & Hudori, 2021) [11].

This information was obtained from the Head of PUTR, the Head of Bina Marga, and the Treasurer in Bitung City, who stated that "...The mechanism for using funds starts from planning project needs, preparing the budget, and authorizing it in the APBD. After that, the implementation of funds is carried out based on the procedures for the procurement of goods and services, in accordance with applicable regulations, involving monitoring and evaluation at each stage.

Similarly, the head of Bitung's PUTR office said that "...The mechanism for using funds is the procedure or procedure used to manage, allocate, and use funds effectively in accordance with predetermined objectives or needs."

To further confirm knowledge of the mechanism for using these funds and to explore the reasons why the provisions have not been followed, researchers also interviewed the Treasurer of the Public Works and Spatial Planning Office of Bitung City, FY. "...As treasurer, I ensure that fund disbursements are made based on complete and valid documents, such as the Work and Budget Plan (RKA), payment orders, and project progress reports. All these documents are verified in detail before the funds are disbursed, and I coordinate with the supervisory team to ensure that the budget realization matches the physical progress in the field."

From the results of the interview above, it can be concluded that the role of the Bitung City Public Works Office in terms of the mechanism for using funds is to plan in advance what

project needs will be carried out then go through the budget preparation stage, then it is only ratified in the Bitung city APBD, which functions for the effective use of funds that are in accordance with the objectives and conditions that apply in the city of Bitung.

The supervision action of road projects in Bitung City is the most important part because it can create a road that is expected to meet the needs and achieve the final goal. Because the road project assessment that can be made contains a project summary, project plan, requirements. It is hoped that coordination and communication can be achieved, which is the basis of supervision between the person who authorizes and the person who exercises the authority. The form of this supervision can more or less be seen based on the budget funds that the government has set.

Although in the implementation of road projects there are still obstacles. The supervision was carried out gradually, starting from the assessment of road projects adjusting the location to the job inspection carried out by the Public Works and Spatial Planning Office in Bitung City.

Head's Response to Fund Supervision

As stated by the Head of the Bitung City PUTR Office who said that

“...Those responsible for assessing road projects in Bitung City are all those involved in these activities such as PPK / KPA / PA, PPK, field supervisors and supervisory consultants. We have several supervisory steps. First, verify planning and budget documents before project implementation. Second, form a field supervisory team to ensure work according to technical specifications. Third, every financial report must be accompanied by evidence of the use of funds, which is then audited periodically by internal and external teams, such as the inspectorate or BPK.”

The Head of HD Bina Marga said that “...The Bina Marga Division is responsible for ensuring that the entire process of implementing road projects, from planning to construction, runs in accordance with the budget and technical plan. We conduct regular monitoring of project progress and match it with financial reports submitted by contractors. In addition, we coordinate with an independent supervisory team to maintain accountability. We conduct direct supervision to the field through a technical team whose job is to ensure that the work meets the predetermined specifications. In addition, each contractor is required to make regular progress reports, both physically and financially. We also use technology, such as digital-based monitoring applications, to monitor project implementation in real-time.”

In line with the previous statement, the Treasurer of the Public Works Agency also said something similar but more specific. “... We implement a digital-based financial management system to record every transaction transparently. In addition, all expenditures must go through tiered approval, so that any use of funds can be monitored by relevant parties. We also routinely report budget realization to our leaders and supervisory agencies, such as the inspectorate or BPK, for periodic audits.”

From some of the results of the interviews above, it can be concluded that the role of the Public Works and Spatial Planning Office, especially the Bina Marga field in terms of supervising road project funds in Bitung City, has been running well by carrying out several forms of supervision in road projects that are being carried out in Bitung City with the cooperation between field supervisors and supervisory consultants in completing the road project as said by Buffa, 1993 The main things that need to be considered, the details of the tasks, and the nature of the activities, are expected to achieve coordination and communication

which is the basis of supervision. Related parties also carry out routine monitoring of project progress and match it with the financial reports submitted by the contractor.

In the supervision of funds, the interview with the treasurer in preparing SPM, SPP, payment agenda according to the request for funds according to the work contract, for example in the disbursement of advances there is a request for 20%, 30% and 50% according to the work contract document.

What files must be prepared for the disbursement of advances and disbursement of completed work and buyers? The treasurer's answer is the Work Contract Document or Work Order that has been signed by the Budget User, Advance Guarantee, Tax Invoice and BPJS Employment.

Obstacles and Supporting Factors in Fund Supervision

Basically, routine monitoring of road projects is the process of supervising road projects so that the implementation of the project goes according to plan, but there are several factors that support and hinder the implementation of fund supervision. For this reason, a system is needed that can carry out routine monitoring, in this case the system already exists, it is just a matter of how to monitor the road project so that it can run according to plan. This process involves field supervisors and supervision consultants working together (Mabui et al., 2023) [12].

In routine monitoring of roads in Bitung City which consists of projects, materials used and road project work activities. Data analysis is carried out qualitatively where what is analyzed is progress data with the planning schedule. The results of this research are expected to identify shortcomings that need to be corrected and maintain good performance. As said by the Head of the Public Works Office who said that "...There are several inhibiting factors such as the lack of Human Resources (HR) or the limited number of supervisors compared to the number of projects being supervised, as well as the lack of transparency of financial report data or project progress is often not available in real-time and the potential for fraud between contractors and field supervisors.". Meanwhile, the supporting factors are adequate human resources, real-time financial reports."

On the one hand, the Head of HD Highways said "...The geographical constraints of project locations that are difficult to reach slow down the direct inspection process, for example in Lembeh Village, which must cross the island, then the lack of supervisory training is less equipped with skills or knowledge related to fund management and the latest audit techniques. Meanwhile, to support the supervision of funds is a supervisor who really understands the supervision and management of funds, because when it is not appropriate, there will be sanctions. Therefore, we in the Bina Marga field strive to carry out routine reporting, financial and technical audits, and the utilization of transparent regional financial system applications. We also receive input from the public regarding the results of work in the field ..."

Similarly, the PUTR Treasurer said that "... If there are indications or reports of irregularities, we immediately check the relevant documents and coordinate with the project supervisor. If strong evidence is found, the disbursement of funds will be temporarily stopped, and we report this to the leadership to be followed up according to procedures. We also work closely with the supervisory apparatus to ensure the issue is resolved transparently.

From the results of the interview above, it can be concluded that in the supervision of road projects in Bitung City, there are several factors that influence it, both inhibiting and supporting factors. These factors must be faced by the Public Works Office as the party that plays a role in the supervision of road projects in Bitung City. The road project cost budget is

one of the important factors in the management of ongoing road projects. Low or high costs will affect the initial process of the project precisely at the time of tendering. So that accuracy is needed in the preparation of road project budgets, which requires experience to estimate the value of a road project that is being carried out in Bitung City.

In estimating or determining the value of a project is not easy, the complexity of the type of work and the use of different labor, materials and tools adds to the level of complexity in preparing the cost budget plan (RAB) and time schedule of a project. Knowledge of the cost of the project to be implemented is very important for contractors and project owners. For contractors, this knowledge is useful for preparing a Cost Budget Plan (RAB) which will be submitted to the project owner to win the tender. As for the project owner, this knowledge can be used to consider the feasibility and realism of the Cost Budget Plan (RAB) submitted by each contractor and for road projects in Bitung City. The role of Human Resources that are built or developed through the development process of human resources can be questioned, what of the human resources must be built so that a complete human being or a human being of weight or quality in accordance with the nature and objectives of road projects in Bitung City can run in accordance with the objectives to be achieved. Because what needs to be built is the power that comes from the human being or the human being who produces the power that must be built or developed. The following is a list of employees of the Public Works Department of Highways.

According to Hasibuan (2011) Human Resources is an integrated ability of the thinking power and physical power possessed by individuals. Actors and their nature are carried out by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human Resources or man power in short HR is what every human being has. HR consists of the thinking power and physical power of every human being. Strictly speaking, the ability of every human being is determined by their thinking power and physical power. Human resources or humans are the main element in every activity carried out [13].

Road project supervision facilities and infrastructure are a complement to the supervision itself which is needed to serve the needs of road project work. The development of road supervision facilities and infrastructure in the destination area must be adjusted to the needs of road project supervisors both quantitatively and qualitatively (Rakhmalina, 2019) [14].

Funds in road project supervision are very important. Every road project supervision requires large funds in conducting a supervision. Because supervision must be equipped with facilities and infrastructure that are able to maintain supervision that has been carried out and that has just been carried out. for the supervision of road projects carried out in Sagerat Village, Matuari District. When all of that is not fulfilled, then the supervision of the road project will run slowly. And this is the problem at hand.

The supervisor is the party chosen by the project owner to carry out road supervision, the supervisor can be a business entity or individual. It needs human resources who are experts in their fields such as civil engineering, architecture, electricity and others so that the supervision process can run smoothly and quickly (Tahrir & Baco, 2023) [15].

Delays in the completion of road projects can be caused by the contractor or the owner. Delays can also occur but not caused by both parties. Delays in construction projects mean an increase in the implementation time of project completion that has been planned and stated in the contract documents. Untimely completion of work is a shortcoming of productivity levels and of course all of this will result in waste in financing, both in the form of direct financing spent on government projects, as well as in the form of investment overruns and losses on private projects.

Delays in the completion of road projects are often the source of disputes and claims between owners and contractors, which can be very costly, both in terms of contractors and owners. The contractor will be subject to penalty fines in accordance with the contract. In addition, the contractor will also experience additional overhead costs while the project is still ongoing. From the owner's side, project delays will have the effect of reducing revenue due to delays in operating the facility. Delays in project completion can be avoided or reduced if the project schedule assessment is done properly. The active role of management is one of the main keys to successful project management.

D. Conclusion

The role of the Bitung City Public Works Office in terms of supervisory actions, by adjusting the location or field with planning and mobility consisting of equipment and materials at the location of the activity and the existence of supervisory actions by means of pavement and paving work by conducting lab tests, paving and taking possession of work carried out by the Public Works Office in carrying out its duties and functions in the supervision of road projects in Bitung City, as for the supporting factors in the Role of the Public Works Office in the Supervision of Bitung City Road Projects, namely the road project cost budget and human resources while the inhibiting factors are facilities and infrastructure, lack of supervision costs, lack of field supervisory personnel and delays in completing road projects.

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