



Implementation of Public Facilities Quick Response Program in Sukabumi City

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ABSTRACT

Sukabumi city is an inter-city inter-provincial crossing area, the intensity of the use of this provincial road causes 75% damage so that the accident rate increases by 90%, the Sukabumi government makes an acceleration program by making a team that responds quickly to public facilities, this study aims to see how the implementation of the public facilities fast date program in the city of Sukabumi. This study uses a qualitative approach with a descriptive method. The results of the study explain that the purpose of the formation of the URC Team for Patching Jalan. The first objective is to maintain road performance in good condition. The second objective is to reduce accidents caused by road damage. The third objective is to support economic growth in Sukabumi City.

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1. Introduction

As stated in Article 386 of Law no. 23/2014 concerning Regional Government that in order to improve the performance of the implementation of Regional Government, the Regional Government can innovate. The innovations carried out must refer to eight principles, namely increasing efficiency, improving effectiveness, improving service quality, having no conflict of interest, oriented to the public interest, being carried out openly, fulfilling appropriate values, and being accountable for the results not for self-interest. These innovations are created in the form of renewal, including the application of the results of science and technology, as well as new findings in governance. With this mandate, each region is competing to create innovations to improve the performance of local government administration (Rukayat, 2018).

Sukabumi is an example of an area that is actively creating various innovations. Under the leadership of Ridwan Kamil, the Sukabumi City Government has made many innovations. In the first year of his leadership, the positive changes made by the Mayor of Sukabumi have spread in various fields, namely bureaucratic reform, social, education, health and sports, information technology, use of open space, infrastructure, and other fields. Ridwan Kamil in the infrastructure sector is the launch of the Road Patch Rapid Reaction Unit (URCTJ). This unit was formed with the aim of reducing the damaged roads that proliferate on the streets of Sukabumi City (Triono, 2012).

The concept of forming the URCTJ has been built since June 2013 and then realized for the first time in November 2013 at Jalan LMU Suparmin Sukabumi (www.harianjabar.com). Based on the concept of its formation, Ridwan Kamil stated that URCTJ works on the location of potholes (roads with small and many potholes), not on damaged roads as a whole. Roads in Sukabumi City are categorized into three groups, namely good road conditions (670.8 km), moderate road conditions (330 km), and damaged road conditions (236 km).

In carrying out its authority, URCTJ works on roads with moderate conditions (hollow roads) which have been included in the maintenance program. In addition, URCTJ can also work based on community reports and complaints. Jalan LMU Suparmin Sukabumi is one of the roads in moderate condition that has been included in the maintenance program and has received many complaints from the public. Thus, the road has priority for repair (www.harianjabar.com). Several roads that have received a response from URCTJ include provience Street (Rahmadhani, 2018).

Mechanisms that can be used by the community when they want to provide information regarding damaged roads is to submit directly to the Office of Highways and Water Resources (DBMP) Sukabumi City



or to the nearest village. The public can also submit their complaints via short Messages Service (SMS), telephone, email or twitter (www.inilah.com). Immediately after receiving the complaint, the Mayor of Sukabumi will immediately deploy URCTJ, without having to go through the complicated and lengthy procurement process for goods and services as is usually done (www.inovasi.lan.go.id).

A quick response to this complaint can be made because the Sukabumi City Government innovate in terms of budget discipline. This innovation allows road fillings to be carried out in the early months of the current year, not piling up in the final quarter as happened before. In addition, the quick response carried out by URC Patch Road was partly due to two factors. First, the availability of road repair materials. The provision of road materials is a program of the Sukabumi City Bina Marga and Irrigation Service (DBMP) in anticipation of sudden changes in road conditions (Renstra 2014 – 2018).

Second, the quick response made by URCTJ because of the availability of road filling support tools. However, until 2013, DBMP Sukabumi City only had one unit of centrum car (alpomaint road maintenance truck) which had been owned since 2004. Head of DBMP, Iming Ahmad, said that the number of centrum cars was not ideal for the six areas in Sukabumi City. . The limited number of centrum cars owned by Sukabumi City is due to the high price. In 2004 the price of one unit of the centrum car has reached Rp 1.3 billion.

Based on the description above, the formulation of the problem from this research is "How"effectiveness of the Road Patch Rapid Reaction Unit in Sukabumi City?". Then, from the formulation of the problem, it can be reduced to two research questions, namely, first, how is the repair process carried out by the URC Team for Road Patching of the Highways and Water Resources of Sukabumi City, and second, what is the impact of road repairs carried out by the URC Team for Road Patches at the Highways and Sukabumi City Watering.

2. Research Method

The research method used in this research is descriptive method. Descriptive research studies problems in society and the procedures that apply in society and certain situations, including relationships, activities, attitudes, views, ongoing processes and the effects of a phenomenon. . In the descriptive method, researchers can also compare certain phenomena so that it is a comparative study. Sometimes researchers also conduct classifications, as well as research on phenomena by setting a standard or a certain norm so that many experts call this descriptive method a normative survey.

3. Research Results and Discussion

Effectiveness basically comes from the word effect which is used as a causal relationship. Effectiveness can be viewed as a cause of other variables. Effectiveness means that the previously planned goals can be achieved because there is a process of previous activities. Another definition of effectiveness stated by (Hermana, 2008) is the level of organizational achievement in the short and long term. The point is that effectiveness is a measurement standard to describe the level of success of an organization in achieving predetermined targets. Furthermore, Dhalfah (2017) suggests that effectiveness can also be interpreted as a measure that states how far the targets (quantity, quality, and time) have been achieved by management. Where, the greater the percentage of targets achieved, the higher the effectiveness. Then Stoner (in Hidayat. Et,all, 2020) emphasizes the importance of effectiveness in achieving organizational goals. Effectiveness is the key to the success of an organization. According to Mullins (in Rahman, 20013), effectiveness must be related to achieving the goals and objectives of a task and job and also related to the performance of the process of implementing a job.

Based on some of the opinions expressed above, it can be concluded that the essence of effectiveness is the achievement of goals and objectives. An activity is said to be effective if the desired goals or objectives can be achieved according to the original plan and have an effect or impact on what is desired or expected. The level of effectiveness can be measured by comparing the plans or targets that have been determined with the results achieved. If the target achieved is in accordance with what has been planned, it is said to be effective, but on the contrary if the target achieved is not in accordance with what has been planned, it is said to be ineffective.

The concept of effectiveness can also be used to evaluate the running of an organization. This concept is one of the factors used to determine whether there is a need to make significant changes to the form and



management of the organization or not. In this case, effectiveness is the achievement of organizational goals through the efficient use of available resources, in terms of inputs, processes, and outputs. On the input side, it includes the availability of personnel, facilities and infrastructure, as well as the methods used. An activity is said to be effective if it is carried out correctly and provides useful results.

In practice, the effectiveness of an organization can be measured by comparing the plans that have been determined with the results that have been realized. (Baihaqi, 2019) states that there are eight criteria used to measure the level of effectiveness, namely clarity of goals to be achieved, clarity of strategy for achieving goals, solid policy analysis and formulation processes, careful planning, preparation of appropriate programs, availability of work facilities and infrastructure, effective and efficient implementation, as well as an educational system of supervision and control.

Lubis and Martani (1987: 55) state that there are three main approaches in measuring the effectiveness of an organization, namely the resource approach, the process approach, and the goals approach. The source approach is to measure the effectiveness of the input. The approach prioritizes the success of the organization to obtain resources, both physical and non-physical in accordance with the needs of the organization. The process approach is to see how far the effectiveness of program implementation from all internal process activities or organizational mechanisms. The target approach is to measure the success of the organization to achieve the results (outputs) in accordance with the plan. Based on these three approaches,

The effectiveness of an activity can also be measured based on the satisfaction of the people served and also the level of discipline of employees by complying with existing rules and procedures so that organizational goals can be achieved. In addition, there are various steps to determine effectiveness, namely by paying attention to three interrelated things, namely optimization of objectives, systematic perspective, and pressure on human behavior in organizational structure.

Furthermore, Krech (in Danim, 2004) states the following measures of effectiveness:

- a. The number of results that can be issued, meaning that the results are in the form of quantity or physical form of the organization, program or activity. The results can be seen from the comparison (ratio) between the input (input) with the output (output).
- b. The level of satisfaction obtained, meaning that this measure of effectiveness can be quantitative (based on the number or quantity) and can be qualitative (based on quality).
- c. Creative products, meaning the creation of a conducive relationship with the world of work, which in turn can foster creativity and ability.
- d. The intensity to be achieved, which means having a high level of obedience, where there is a high degree of mutual belonging.

There are eight criteria or measures regarding the effective achievement of goals proposed by Siagian (2005). The eight criteria are clarity of objectives to be achieved, clarity of strategy for achieving goals, solid policy analysis and formulation processes, mature program preparation, solid program preparation, availability of advice and infrastructure, effective and efficient implementation, and periodic monitoring systems.

The clarity of the goals to be achieved is intended so that employees in carrying out their duties achieve targeted goals and organizational goals can be achieved. The clarity of the strategy for achieving goals is intended so that the actors do not get lost in achieving organizational goals. A solid policy analysis and formulation process is related to the goals to be achieved and the strategies that have been set. This means that the policy must be able to bridge the objectives with the efforts to implement operational activities. Careful planning essentially means deciding now what the organization will do in the future. Proper programming of a good plan still needs to be elaborated in proper implementation programs. If not owned, then the implementers will lack guidelines for acting and working. Availability of advice and work infrastructure, one indicator of organizational effectiveness is the ability to work productively. With the facilities and infrastructure available and may be provided by the organization (Poluakan. et.all, 2019).

Then the effective and efficient implementation, however good a program is if it is not implemented effectively and efficiently, the organization will not achieve its goals, because with the implementation of the organization it is getting closer to its goals. Furthermore, an educational supervision and control system considering human nature is not perfect, the effectiveness of the organization requires a monitoring and control system.

Based on community complaints and planning that has been carried out, since the URC Patch Road Team was formed and carried out its activities from September 2013 to December 2014, the total road repairs

that have been carried out are recorded at 174,266 m². From the length of the repaired roads, the road repairs carried out in 2013 were 61,446 m², and in 2014 it was 112,820 m². This shows that the road repairs carried out in 2013 were less than the road repairs carried out in 2014. This happened considering that in 2013, the road repair program and non-programme carried out by the Road Patch URC Team had just started.

When viewed based on the area of road repairs carried out every month, the average road repairs carried out by the URC Patch Road Team (program and non-program) in the research period (September 2013 – December 2014) was 10,891.63 m². The results achieved are much smaller than the area of road repairs carried out by the Road Patch URC Team in 2013, which reached 15,361.50 m². However, when compared to 2014 which only reached 9,401.63 m², the area of road repairs carried out by the URC Patch Road Team during the research period was larger. This happened partly because the planned road repair (program) in 2014 amounted to 49,378 m², a decrease compared to 2013 which reached 54,908 m². The following table shows the road repairs carried out by the Road Patch URC Team in the period September 2013 – December 2014.

With such a high percentage of involvement, the road repairs carried out by the URC TambalJalan Team have not had a direct impact on reducing the number of accidents caused by motorcycles (although damaged roads are not the only cause of accidents). This is reinforced by the narrative of Mr. Herman, the Head of Kaca Piring, who stated that the good condition of the roads due to the repairs carried out by the URC Patch Road Team did not necessarily reduce the number of accidents in Sukabumi City, especially in the Kaca Piring sub-district⁵. What was conveyed by Mr. Herman happened because there are many motorcyclists who actually increase the speed of their vehicles if they go through smooth and flat roads.

This is different from what was conveyed by Mr. Sukandi (Lurah Sekeloa), Mr. Cucu (Lurah Sukaluyu), Mr. Sawarta (Head of Animal Protection), Mr. Budi Sukamulya (Lurah Babakan Penghulu), and Mr. Budi Sugiarto (Secretary of Lurah Sukamulya). They conveyed something different from what was conveyed by Mr. Herman. Road repairs carried out by the Road Patch URC Team have been able to reduce the number of accidents, especially in their respective areas (Propiona, 2018).

In addition to maintaining road conditions so that they are always in prime condition and reducing accidents, the formation of the Road Patch URC Team of the Highways and Water Resources Office of Sukabumi City is expected to support economic growth in Sukabumi City. The repairs to various roads carried out by the Sukabumi City Road Patch URC Team have resulted in better road infrastructure. Good road conditions will certainly reduce the level of congestion caused by perforated road conditions. This certainly has a positive impact on the smooth distribution of goods/services. Thus the economic growth in Sukabumi City will also increase.

4. Conclusions

Based on the analysis that has been done, the following conclusions can be drawn. The Road Patch URC Team formed by the Highways Department in September 2013 has reached 12 teams spread over six regions, thus, each Operational UPT has two Road Patch URC Teams.

There are three objectives of the formation of the URC Patch Road Team. The first objective is to maintain road

performance in good condition. The second objective is to reduce accidents caused by road damage. The third objective is to support economic growth in Sukabumi City. In accordance with these three objectives, the existence of this Road Patch URC Team serves to repair damaged roads on a small scale that is urgent in Sukabumi City. Meanwhile, the task of the Road Patch URC Team is to carry out routine road maintenance, both those that have been previously planned (referred to as the road repair “program”), or those that were not previously planned (referred to as “non-program” road repairs).

The recommendations aimed at the community, especially the people of Sukabumi City are as follows. First, it should provide complete and clear information regarding the location of the damaged road, so that the Road Patch URC Team does not make a mistake in repairing the complained road. Second, based on public complaints submitted through the twitter of the Office of Highways and Water Resources of Sukabumi City, there were complaints that were submitted in impolite language, for that the public should submit complaints in a good and polite language.



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