

IMPLEMENTATION OF ROAD MAINTENANCE PROGRAM AT THE PUBLIC WORKS OFFICE IN SUKABUMI REGENCY

Fachry Muchamad Daradjat

Faculty of Administrative Sciences and Humanities,
University of Muhammadiyah Sukabumi,
fachrymuhammad157@gmail.com;

M Rijal Amirulloh

Faculty of Administrative Sciences and Humanities,
University of Muhammadiyah Sukabumi,
mrijalamirulloh@ummi.ac.id;

Rizki Hegia Sampurna

Faculty of Administrative Sciences and Humanities,
University of Muhammadiyah Sukabumi,
rizkicdn@ummi.ac.id

ABSTRACT

The road maintenance program is a series of tasks completed in order to maintain or fix current facilities so that they adhere to standards (according to functional and quality standards). When there is structural damage to the road, normal and periodic maintenance on the roads is the only thing that needs to be done. This study intends to ascertain how the Sukabumi Regency Public Works Service has implemented the Road Maintenance Program. the mthode uses a descriptive qualitative approach. Observation, interviews, and documentation are all forms of data collecting. The four program implementation dimensions from Edward III are used in this study. Based on the resource dimension, which comprises human resources and budgetary resources, the study's findings show that the Public Works Service's implementation of the road repair program in Sukabumi Regency is not ideal. As soon as it is clear from the communication, disposition, and political structure aspects that things are going well.

Keywords: *Implementation, Program, Road Maintenance*

A. INTRODUCTION

Good, secure, and comfortable road infrastructure is required in Indonesia to serve the country's growing motorized vehicle population. For the distribution of products and services via land transportation, the availability of highways that connect across regions is crucial. This needs to be brought to our notice as a basic need. With the fifth-largest population in Southeast Asia, Indonesia is one of the emerging nations and has seen a surge in socioeconomic activity roughly in step with the region's economic development. The primary causes of travel demand, which necessitates a level of efficiency, safety, and comfort in traveling, are community activities and an increase in population in an area. There are numerous road segments with varied levels of damage at the moment. There are

two types of damage: severe damage and moderate damage. According to the Directorate General of Highways' road maintenance handbook No. 03/MN/B/1983 Cracks, distortion, surface flaws, wear and tear, obesity, and a loss in past utility plantings are distinct types of road deterioration.



Picture: Road Conditions that are Still Damaged on Jalan Lewi Nanggung, Cicurug District, Sukabumi Regency

Source: *Dinas Pekerjaan Umum Sukabumi Regency*

According to data from the Sukabumi Regency's Public Works Office in the Bina Marga Sector, of the road's total length of 5.6 km, the segment from Cicurug to Cidahu is 1.35 km long and in fair to poor condition. The Public Works Agency can only handle 10% of the damage at a few controlled sites, and there are various challenges to dealing with damage levels above 10% capacity for road maintenance. The Sukabumi Regency Public Works Service faces a challenge in performing and managing road repair since the average level of damage is higher than 20%. The Sukabumi Regency follows a once-per-year road maintenance program that includes a six-month period of repair and maintenance. Road rehabilitation, routine maintenance, and ongoing maintenance are all part of the implementation of road maintenance.

Most people frequently underestimate the frequency of recent spikes in road accidents, especially when only one accident occurs. Even though negligent driving is a major contributing factor in traffic accidents, the state of the roads under the control of road managers also plays a significant role. Implementing local government affairs in the sphere of public works, which are the duty of the region in co-administration tasks, falls within the purview of the Public Works Service (PU) of Sukabumi Regency. The improvement of road infrastructure, such as repairing and widening deteriorated or potholed roads, is one of the responsibilities of the Public Works Service (PU).

Because roads are one of the primary community infrastructures, damaged road conditions can have an impact on community activities. Road damage can result in a number of costs, including material losses and fatalities from traffic accidents. According to the Head of the Resort Police (Kapolres), there have been more traffic accidents in the Sukabumi Regency as a result of the deteriorated roads. The following information is provided regarding the number of accident cases in Sukabumi Regency:

Chart: Data on the Number of Laka Cases in Sukabumi Regency Caused by Damaged Roads 2019-2021

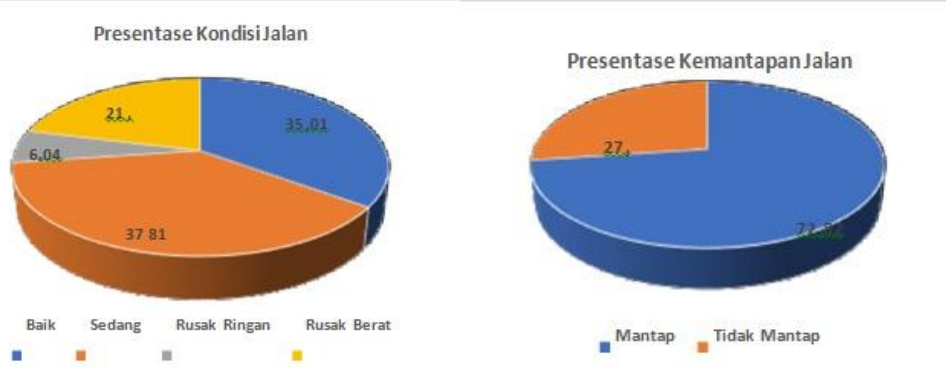


Source: *Tribunjabar.id*

The information above leads to the conclusion that Sukabumi Regency has seen an annual increase in traffic accidents brought on by deteriorated roads. Sukabumi Regency's infrastructure development has not been maximized in this way. In addition to harming roads, it has also resulted in material losses, such as the loss of IDR 251,100,000 in 2020 and the increase of 67 percent to IDR 420,300,000 in 2021. (Source: *Tribunjabar.id*)

In order to create balance and equitable development between regions, roads are constructed through a regional development approach and play a significant role in supporting the economic, social, cultural, and environmental domains. Therefore, it is necessary to continue to monitor and improve the state of the roads. Because road damage will significantly affect the community's social conditions and economic development. The percentage of the state of the roads and the percentage of their stability in Sukabumi Regency can be seen in the chart below.

Chart: Percentage of Road Conditions and Percentage of Road Stability



(Source: *Public Works Department of Sukabumi Regency*)

According to the graph above, there are four categories of road conditions in Sukabumi Regency: good condition roads, which total 443.51 km; moderate condition roads, which total 478.92 km; slightly damaged roads, which total 76.45 km; and seriously damaged roads, which total 267.83 km. While the distance between the stable and unstable sections of Sukabumi Regency's roads is 922.44 km and 344.28 km, respectively, respectively. The government, in particular the Public Works Service (PU) in Sukabumi Regency, should be concerned about this in order to improve repairs to damaged roads in Sukabumi Regency.

The Sukabumi Regency Public Works Department's road repair program is currently not operating at its best due to a number of ongoing issues, including the continued presence of numerous damaged roads. Road users in Sukabumi Regency have experienced a great deal of inconvenience as a result of the numerous damaged roads in the area, which has hampered their operations and led to a variety of things like traffic jams and accidents. The regional government's constrained budget has also been a barrier to the program for maintaining the roads. Only a portion of the road is fixed using the allotted budget, which is out of proportion with the number of road sections that require repair. This study intends to describe the implementation of the road maintenance program at the Sukabumi Regency Public Works Service based on the description of the challenges above. Based on the description of the problems above, this study aims to describe the implementation of the road maintenance program at the Sukabumi Regency Public Works Service.

B. LITERATURE REVIEW

Policy implementers carry out an activity or actions as part of the dynamic process of implementation in order to ultimately obtain a result that is consistent with the goals or objectives of the policy itself. Nugroho (2003: 158-161) emphasized that "The mechanism for a policy to realize its goals, nothing more and nothing less" is what implementation is. There are two options for steps in the implementation of public policy: directly executing in the form of programs or creating derivative policies or derivatives of these public policies. The policy's overarching goal is to intervene. Implementing policies is therefore a form of intervention in and of itself. Agustino (2016: 126) contends that implementation can be understood as merely the process of turning regulations into practice. In actuality, the process of putting policies into action is so complicated that it is not unusual for it to have political overtones due to the interference of numerous interests.

The implementation of a program is a response to a policy that has already been chosen as the foundation for reference when deciding on the activities of program implementation in an effort to meet policy objectives. Edward III (2003:12–14) highlighted that each policy's implementation is a dynamic process that involves the interaction of various variables. Through this method, it is anticipated that a fuller knowledge of the intricate interactions between the numerous components contributing to the implementation of public policy will be attained.

According to Sinambela, et al (2011: 41) defines that the policy model is a simplification of the problem system by helping to reduce complexity and make it manageable by policy analysts. Below are explained various kinds of policy implementation theory models according to experts, as follows:

Edward III's Implementation Model

1. Communication

In order for a policy to be effectively implemented, the target group (target group) must receive communications from implementers in order to minimize implementation distortions. However, it is possible that the policy's targeted groups would encounter resistance if the policy's aims and objectives are not distinct and consistent.

2. Resource

Resources are a requirement for putting a policy into action as one of the supporting indicators. The resource in question is human capital, and it is important to consider both its amount and quality. Regulations cannot be created if the available resources are insufficient because then no policy can be carried out and no public services can be offered.

3. Disposition

It requires the mindset of policy implementers who not only know what to do, but also must have the ability to accomplish it. Therefore, there is no behavior or activity that deviates from the rules during the implementation phase. The following should be kept an eye on while looking at the disposition variable: dispositional impacts, formulating plans, and incentives.

4. Bureaucratic Structure

Even when resources are available to implement a policy, deficiencies in the bureaucratic system may prevent it from being carried out despite knowledge of the policy and a desire to do so. That way, it is vital to create Standard Operating Procedures (SOPs) that are more flexible and implement fragmentation in order to improve the performance of the bureaucratic or organizational structure in a better direction.

Based on the explanation of Edward III's thesis provided above, it can be inferred that policy implementation focuses on the organizations (implementors) that carry out policies to determine if it is successful or unsuccessful. Each policy's implementation calls for a dynamic procedure with a number of variables. The degree to which the success and failure rates of public policy execution are viewed from four characteristics, including: first, there is clear communication, both human resources connected to quality and quantity so that if both have met standardization, disposition, and bureaucratic structure.

David C. Korten's Implementation Model

According to David C. Korten, the program implementation model needs to have three components, which he refers to as the conformance model through the learning process approach. The three aspects of suitability that Korten emphasizes in this approach are the program's target audience, the program's implementation, and the program itself. Korten stated that a program will be successfully implemented if there is compatibility of the three elements of program implementation :

1. Conformity between the program and what is needed by the target group
2. Conformity between the program and the implementing organization, namely the suitability between the tasks required by the program and the capabilities of the implementing organization.
3. Conformity between the target group and the implementing organization to be able to obtain program results with what can be done by the program target group.

Donald Van Metter dan Carl Van Horn's Implementation Model

The most traditional policy model was created by Van Metter and Van Horn, and it assumes that public policy, implementers, and public policy performance all flow linearly into policy implementation. According to Van Metter and Van Horn (1975:445–488), the factors affecting public policy are as follows:

1. Size and Policy Objectives

Policies that are put into action need to be practical in light of the social circumstances that permit their implementation while also taking into account their goals. It will be challenging to materialize and be characterized as a success when policy measures are too ideal to be put into practice within the context of the community.

2. Resource

The resources in question are the human resources of policy implementers who discuss not just the amount but also the quality of these human resources because both of these factors might affect how the policy is put into practice. It will be challenging to anticipate how public policy will function if the competency and skill of the resources are quite low. In addition to people resources, time and money resources are equally crucial since without them, even if human resources are qualified, their potential will not be realized. As a result, these three resources interact with one another.

3. The Characteristics of The Executing Agency

The extent or lack thereof of the scope of the policy implementation area indicates whether or not informal organizations play a part in this case's implementation of the policy in addition to formal organizations.

4. Attitude or Tendency of The Implementer

In this case, it relates to acceptance or rejection which of course becomes very influential in policy implementation.

6. Communication Between The Organization and Implementing Activities

Inter-organizational communication and implementation activities can result in coordination, preventing misunderstandings that could harm policy implementers.

7. Social and Political Economic Environment

If the external environment does not support the process of public policy up until the point at which the policy cannot be implemented, and if there are concerns with economic, social, and political issues that do not support failure in implementing policies, then this is the case.

The theory proposed by Meter and Horn can be inferred from the above explanation to be more focused on the implementation of policies that are

sustainable and influence one another, starting with the policy products made, the role of implementing policies, which in this case is organizations/agencies, and finally how the performance is carried out by the implementers in carrying out public policies as seen from 6 success variables.

Program Meaning

According to Dye (1992), discussion of programs cannot be divorced from policy considerations; in this context, public policy is defined as “*Whatever government choose to do or not to do* “. Hogwood and Gunn (1986) reaffirmed this, stating that public policy is a collection of government initiatives created to achieve particular goals. As a tool created by the government, public policy can take the form of general or detailed rules, both written and unwritten, that contain options for actions that are required, outlawed, or permitted to be taken to steer the community, the government, and the business world in a particular direction. Despite the program's intended use, according to Jones (1984), it is a legitimate means of achieving objectives. This knowledge demonstrates that the initiative is included in government work plans or the strategic plan of relevant ministries or agencies (RKP).

Public Policy Concept

Everything that governs and unites all spheres of society in a nation is considered public policy. A public policy aligns the functions of the state and society in order to achieve state goals effectively and efficiently rather than restricting the activities and duties of society. Public policy is defined by Riag Nugroho (2004) in Yuwono, et al (2008:4) as anything that is made or not made with the government as the primary actor. Public policy is a decision taken by the government (public organizations) and carried out by vetted government agents for the good of the populace or society.

Thomas R. Dye (1992) in Yuwono, et al (2008: 6) describes the process of public policy in several stages, namely:

1. Identification of policy problems, which is made through the identification of what is the demand (demands) for government action.
2. Setting the agenda by focusing attention on public officials and the mass media on the results of decisions on certain public issues.
3. Policy formulation which begins with proposing policy formulation and forming policy proposals with policy planning organizations, interest groups and government bureaucracy.
4. Ratification of policies, namely by political activities by political parties, the president and the congress.
5. Policy implementation, which is done by bureaucracy, public budget and organized activities of executive agencies.
6. policy evaluation carried out by consultant government agencies outside the government, the press, and the public (public).

Policy Implementation

As a means of fulfilling the objectives of the planning that the government has established, implementation activities—also known as "Implementation"—must be included in every policy planning process it conducts. Programs and policies created by the government that are implemented through a public service

by adhering to the minimal service requirements that must be supplied by the government to the community with the intention of enhancing the welfare of the community are known as policy products.

This is as explained by Nugroho (2003: 158-161) that the implementation of the policy is :

“The way for a policy to achieve its goals, nothing more and nothing less. To implement public policy, there are two choices of steps that exist, namely directly implementing in the form of programs or through the formulation of derivative policies or derivatives of these public policies. The aim of the policy in principle is to intervene. Therefore, policy implementation is actually an action (action) intervention itself”.

What is meant by policy implementation—which the government provides to the community, especially for road users in the form of policy products in the form of programs implemented based on road maintenance—according to the explanation of policy implementation provided above, if it is related to the research focus that will be conducted by researchers the regional administration has the power to defend and uphold the rights of the community with the objective of protecting the comfort and safety of road users.

Road Maintenance Meaning

A Minister of Public Works Regulation on Procedures for Road Maintenance and Road Surveillance must be written in accordance with Government Regulation Number 24 of 2006 Concerning Roads. Road maintenance is a road handling activity, defined in Government Regulation Number 24 Article 1 as the preventive, maintenance, and repair required to serve traffic in order to reach the stated plan age.

Road Maintenance Concept

Maintenance, according to Sehwarat and Narang (2001: 220), is a task completed systematically to maintain or repair existing facilities so that they adhere to requirements (according to functional and quality standards). According to Kondoatie (2003: 87), road maintenance is basically routine and periodic maintenance carried out only in conditions of road structural damage. Road maintenance activities can be divided into three, namely:

1. Routine Maintenance (Routine)

Periodic maintenance is carried out during the execution of work outside of his duties as a worker.

2. Periodic Maintenance (periodic)

Observations are carried out systematically to ensure the proper functioning of the road and to extend the life of the road as well as scheduled maintenance every certain period and road repair (betterment).

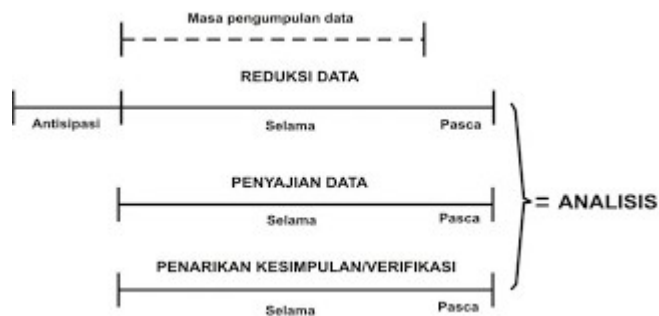
This study is driven by the issue that Sukabumi Regency's road maintenance program is still not being implemented to its full potential. In this paper, the road repair program is discussed. Researchers used the Edward III (2003:12–14) implementation model, which has a 4-dimensional tent implementation, namely communication, resources, disposition, and bureaucratic structure, to assess the implementation of the road maintenance program in Sukabumi Regency.

C. METHOD

This study's methodology combines a qualitative strategy with a descriptive research design. The qualitative research method entails significant efforts, including the formulation of questions and processes, the collection of specific data from participants, the inductive analysis of data from particular themes to broader themes, and the interpretation of the findings (Creswell, 2019). The Sukabumi Regency Public Works Service uses this kind of descriptive research to create systematic descriptions and correlations between phenomena researched in relation to the implementation of the road maintenance program.

In this study, information about the process of putting the road maintenance program into action was gathered from observations, interviews, and documentation. The gathered data is next examined in relation to the theoretical flow model (Miles, 2014). The first stage was taken by the researcher, who reduced the data by sorting it in a precise form of analysis and categorizing it in accordance with the requirements of researchers in relation to the road maintenance program at the Sukabumi District Public Works Office.

Additionally, the data presentation is done in relation to the primary study topics. In order to respond to the primary research question, "Implementation of the Road Maintenance Program in the Public Works Service of Sukabumi Regency," the final stage is to develop conclusions or provide meaning to the data that has been studied. Figure 1 shows the flow model (Miles, 2014) the following:



Picture: Flow Mode
(Source: Miles, 2014)

D. EXPLANATION

Using Edward III's theory as a guide, study on the implementation of the road maintenance program at the Sukabumi Regency's public works service produced the following findings:

Communication

In order to determine what a policy implementer must do and what accomplishments must be acknowledged by the policy targets, communication becomes a benchmark in the implementation of a policy. As a result, the three indications of transmission, clarity, and consistency are used or used to quantify the success of a communication in the communication variable. (Edward III, 2003:1947).

The Sukabumi Regency Public Works Service uses socialization as a method of communication in order to implement the road maintenance program in the Sukabumi Regency area. This socialization aims to explain the work program that will be implemented by the Sukabumi Regency Public Works Office, particularly in the field of sub-coordination of road maintenance, The Sukabumi Regency Public Works Office implemented this socialization to internal and external partners, including the District Government, Villages, and social and community pillars. The following is an internal socialization activity regarding the program carried out by the Sukabumi Regency Public Works Service:



Picture: Internal Outreach Activities Concerning the Road Maintenance Program

(Source: Public Works Department of Sukabumi Regency)

From the picture above it can be seen the Sukabumi Regency Public Works Service undertakes socialization before implementing a program specified in the Budget Execution Document (DPA). This is done to avoid misunderstandings that would later impede program implementation and not be in line with the anticipated aims..

Regarding the process of external communication, it is well recognized that proposals and RKPDs supplied by villages that experience road damage as well as routine survey operations for road repair and maintenance serve as means of external communication and socialization with the community. We must agree that the issue of road maintenance affects more than just the Public Works Department because effective communication and coordination across diverse elements are essential for the implementation of a policy program, however, it becomes a concern for the public sector, the local community, and the private sector as well. Therefore, cooperation between each of these components is necessary to address issues with road maintenance, particularly in Sukabumi Regency.

Resources

The human, financial, and supporting resources that are being discussed here are all resources. Without these three resources, no policy can ever be executed correctly because they are all interconnected, integrated, and continuous, making it impossible to separate them. A policy program must have human resources to implement policies, but without financial and supporting resources,

no program will ever function correctly. Conversely, if budgetary and supporting resources are enough, any program will function properly, albeit without human resources. If there is none, then the policy program will never be implemented or carried out. To attain the desired goals, it is necessary to emphasize that knowledge or the competent ability to administer a policy is more significant than just increasing human resources.

The Sukabumi Regency Public Works Service does not have enough human resources. It is estimated that there are 20 to 30 human resources in total, including police officers, local residents, state civil servants, and non-state civil servants. In contrast, there are roughly 150 roads in Sukabumi Regency with damaged conditions that need to be maintained and repaired. Additionally, the State Revenue and Expenditure Budget (APBN) and Regional Revenue and Expenditure Budget II provide funding for Sukabumi Regency's road maintenance and repair (APBD). In addition, there is not a good enough justification to keep up with full-scale road upkeep and repairs. The Sukabumi Regency's Public Works Department is still making the best use of its financial and human resources to carry out the road maintenance program.

In addition, the Public Works Service in Sukabumi Regency is enough for providing supporting resources in the implementation of the road maintenance program, according to the findings of interviews with informants IA, IB, and IC who serve as policy executors. based on the facilities and infrastructure already in place that are suitable for the demands of the field after the program has been implemented. Additionally, one of the necessary supporting infrastructures for carrying out road maintenance programs, such as heavy machinery, is insufficient since it is in poor shape and is no longer safe to use, endangering the task-takers and the neighborhood. can be seen from the image below:



Picture 4.2 Inadequate heavy equipment facilities
(Source: processed by researchers)

As seen in the image above, it is not practical to conduct operations due to the state of the heavy machinery and other supporting facilities for the road maintenance program, which already appear to have rusted.

It is well known that the budgetary and personnel resources required for the road repair program's implementation have not been sufficient, resulting in less

than ideal program execution. However, the supporting resources have been enough.

Disposition

The way a public policy is implemented is significantly influenced by the personality or attitude of those responsible for carrying it out. Policy implementers must not just know what to do but also be able to accomplish it if the implementation of a policy is to be effective. (Agustino, 2006:36). The implementation of the road maintenance program in this study was carried out by professional workers who had the duty and authority to carry out planned, integrated, continuous, and supervised professional maintenance and repairs, according to the information obtained from the group of informants I, which included informants IA, IB and IC. The approach taken by professionals carrying out road maintenance plans that are carried out in stages. in this situation, policy implementers. Planning, gathering resources for the Work Plan and Budget (RKA)/(RKPA) as well as the Budget Execution document, is the first stage (DPA). The second step is programming, which entails carrying out the road maintenance section's planned plans and activities. The third implementation involves taking measurements and gathering data in the context of maintaining roads, bridges, and the buildings that go with them. The fourth is evaluation and monitoring, which includes taking stock of issues within the purview of their duties, identifying problems, and looking for alternate solutions. It also includes analyzing the implementation of tasks. As a result, Sukabumi Regency's management of road maintenance has stabilized at 150 total roads, all of which are in good shape and are progressing at a rate of 72%.

It is well known that the Sukabumi Regency Public Works Service has carried out the disposition in the best possible way, prioritizing the authority and commitment of policy implementers that are adapted to the primary tasks and functions assigned to carry out road maintenance programs by offering the highest level of service so that the program can be properly realized in accordance with the role of policy implementers.

Bureaucratic Structure

Even when resources are available to implement a policy, deficiencies in the bureaucratic system may prevent it from being carried out despite knowledge of the policy and a desire to do so. That way, it is vital to create Standard Operating Procedures (SOPs) that are more flexible and implement fragmentation in order to improve the performance of the bureaucratic or organizational structure in a better direction.

Regarding the technical instructions and implementation mechanisms used by the Sukabumi Regency Public Works Service to maintain roads, actual field experience. According to the data the researchers gathered, the Sukabumi Regency Public Works Service was in charge of maintaining the roads refers to the rules in place. As stated in the regulation of the Directorate General of Highways for Road Maintenance Procedures from the Ministry of Public Works and Public Housing (PUPR). Whereas when doing out its activities, namely:

1. Planning

In this activity, the task executor conducts a road management system survey, verifies survey data, establishes handling criteria, validates handling criteria data with existing conditions, establishes handling patterns, establishes criteria and types of routine/periodic road handling/rehabilitation and reconstruction, proposes and evaluates the budget, verifies the proposed program and budget for implementing road preservation and reconstruction, and proposes and evaluates the proposed program for reconstruction.

2. Implementation

Road management program implementation by self-management and by contract are the two categories into which the stages of road maintenance are split.

The following are the activities involved in implementing the road repair program through self-management:

- a. Routine road maintenance/good/moderate condition
- b. Maintenance: Cleaning of road shoulders, drainage system, cleaning of RUMIJA and cutting of vegetation and plants
- c. Pre-contract
- d. Physical contract signing and supervision
- e. Technical justification
- f. Investigation of accident-prone locations (if needed) Road safety audit and roadworthiness test (max 10 years / if required <10 years)

Implementation of the road maintenance program by means of a contract, the activities as follows:

- a. Carry out periodic road maintenance (preventive), major/minor rehabilitation and reconstruction
- b. Carry out periodic road maintenance (preventive), major/minor rehabilitation and reconstruction
- c. Pre-contract
- d. Physical contract signing and supervision
- e. Carry out road maintenance
- f. Accidental investigation
- g. Road safety audit and roadworthiness test (max 10 years if required <10 years)
- h. Job submission and job handover
- i. Road management system data updating

3. Implementation Evaluation

To create a suitable and efficient activity process, the steps of reviewing road maintenance program activities are completed. A suggestion for performance enhancement in the process of road maintenance will be produced at this point.

From the foregoing explanation, it is clear that the Sukabumi Regency Public Works Service follows SOPs when it comes to the mechanisms and technical instructions for maintaining roads (SOP).

The road maintenance program in Sukabumi Regency can be carried out by optimizing and utilizing all available resources, including those in terms of human resources, financial resources, and other supporting resources, as can be observed from all the explanations above. So that the sub-coordinator of road maintenance

and bridge construction consistently meets the goal that has been established in the planning of activities in the field of highways.

E. CLOSING

Conclusion

Using the information gathered from research studies, the Sukabumi Regency Public Works Service will discuss implementing a road maintenance program. Following are some inferences that can be made utilizing Edward III's theory:

1. Komunikasi

regarding the methods used by the Sukabumi Regency Public Works Service to communicate, including internal socializing with task executors and external communication with the population. According to the indications of transmission, clarity, and consistency, communication in the Sukabumi Regency road maintenance program has been effectively implemented.

2. Resource

The road improvement program's human and financial resources are insufficient, making it impossible for it to operate as efficiently as it could. The auxiliary resources, however, are sufficient.

3. Disposition

The Sukabumi Regency Public Works Service has prioritized the authority and dedication of policy implementers that are tailored to the primary tasks and functions assigned to carry out the road maintenance program by offering the highest level of service in order for the program to be realized properly in accordance with the role from policy implementers. This has been done in the best possible way.

4. Bureaucratic Structure

From the foregoing explanation, it is clear that the Sukabumi Regency Public Works Service follows SOPs when it comes to the mechanisms and technical instructions for maintaining roads (SOP). According to the Ministry of Public Works and Public Housing's rules (PUPR).

Suggestion

The idea put out by this researcher can be employed as a scientific advancement and as a source of data for research into information in the area of public policy that focuses on the execution of public policy. In order to expand scientific studies about the Sukabumi Regency Public Works Service's road repair programs, researchers advise using other variables, such as effectiveness, assessment, and policy methods in future research addressing the implementation of road maintenance programs.

REFERENCES

- Agustino, L. (2016). *Fundamentals of Public Policy* (Revi Edition). Alfabet.
- Creswell, John W. and Creswell, J. David. (2018). *Research Design Qualitative, Quantitative and Mixed Methods Approaches*. Fifth Edition. California: SAGE Publications
- Edward III, George C. (2003). *Implementing public policy*. Jakarta.

- Miles, M.B. Huberman, A.C. (2014). *Qualitative Data Analysis: A Sourcebook on New Methods*. Jakarta: UI-Press.
- Moleong, L.J. (2018). *Qualitative Research Methodology*. Bandung: PT. Teenager
- Nugroho, Riant, (2003). *Public Policy Formulation, Implementation and Evaluation*. Jakarta: PT Elek Media Kompotindo
- Regulation of the Ministry of Public Works and Public Housing (PUPR)