

PERFORMANCE OF THE DEPARTMENT OF PUBLIC WORKS AND SPATIAL SOUTH BOLAANG MONGGONDOW REGENCY IN HANDLING ROAD AND BRIDGE INFRASTRUCTURE

Siti Fatima Suja^{1*}, Ismet Susila², Rusli Isa³

^{1,2,3}Universitas Negeri Gorontalo

E-mail: 711525037@mahasiswa.ung.ac.id^{1*}, ismet.sulisa@ung.ac.id², rusli_isa@ung.ac.id³

Received : 01 January 2026

Accepted : 10 February 2026

Revised : 17 January 2026

Published : 28 February 2026

Abstract

This study conducts an in-depth analysis of the performance of the Department of Public Works and the South Bolaang Mongondow District regarding the management of road and bridge infrastructure, viewed from a normative legal perspective. It evaluates the alignment of these agencies' duties with the mandates of Law Number 2 of 2022 and other technical regulations. Utilizing normative legal research methods, including statutory and conceptual approaches, the study analyzes a range of secondary data comprising both primary and secondary legal materials. The findings indicate that the performance of these services encounters significant legal challenges, particularly concerning the ambiguous legal status of district roads, which complicates budget allocation, alongside inflexible procurement procedures that impede timely responses to infrastructure damage. Furthermore, a disparity exists between physical development and the legal protection of infrastructure due to inadequate local regulations regulating vehicle loads. The study underscores the necessity to bolster local regulations and enhance the technical-juridical capabilities of relevant authorities to ensure that infrastructure development is not only physically secure but also legally accountable, thus contributing to the sustainability of regional accessibility in South Bolaang Mongondow Regency.

Keywords: *Performance of DPUTR Office, Road infrastructure, South Bolaang Monggondow.*

INTRODUCTION

Infrastructure development is a major pillar in accelerating the wheels of the economy and public welfare in an area (Sudarmo et al., 2025), not least in South Bolaang Mongondow Regency. Given the area's challenging geography, adequate roads and bridges are an absolute necessity to connect growth centres with remote areas. The Department of Public Works and Spatial Planning (DPUTR) plays a central role as a technical institution responsible for ensuring that every inch of infrastructure functions optimally to sustainably support the mobility of people and goods. In the legal context, the operation of roads is a constitutional obligation of the State delegated to local governments as stipulated in various sectoral regulations (Muhtar & Gobel, 2023). This study considers that DPUTR performance is not only measured by physical realisation but also by Dwiyanto's five main indicators, which integrate technical and managerial aspects. Productivity and service quality are assessed by the efficiency of development and the clarity of procedures for the community, which must be supported by the department's prompt responsiveness to infrastructure complaints (Dwiyanto, 2021). In principle, the implementation of duties must uphold responsibility by strictly adhering to SOPs and construction technical standards, to ensure transparent public accountability for Budget Accountability and decisions in each work program.

By looking at the objective conditions on the ground, there is often a gap between the strategic plan and the reality of available transportation facilities. South Bolaang Mongondow Regency, which is directly adjacent to the coast and hilly areas, faces a high risk of infrastructure damage from natural factors. This condition requires the DPUTR Office to have the dexterity to carry out routine maintenance and new development. Infrastructure management is not just a civil engineering problem, but also a matter of fulfilling public rights to basic services that are safe, comfortable, and secure, in accordance with the mandate of the road law. In practice, the effectiveness of local government organisations often clashes with limited resources, both in terms of funding and the availability of skilled human resources (Amer & Muhtar, 2023). This underscores the need to review in depth how the South Bolaang Mongondow DPUTR office interprets regulations into concrete, efficient steps. Through the normative approach, this study will dissect the synchronisation between the authority held by the department and the resulting

output, so that weak points that may hinder the acceleration of connectivity development in the area can be identified. With the increasing demands for transparency and accountability, the performance of bureaucracy in public works matters is in the spotlight for the wider community. People no longer only see paved roads; they also question the quality of construction and the timeliness of repairs (Yassine et al., 2024). Irregularities in road handling management can hinder logistics distribution, ultimately triggering local inflation. Therefore, evaluating the performance of the DPUTR service is crucial to ensure that governance in the infrastructure sector is running on the right legal rails and does not deviate from the National Development Goals. From the perspective of the state administration (Rumesten et al., 2024), any action taken by officials of the Dputr service in dealing with road damage or bridge construction must have a clear basis of legitimacy (Rahmadani et al., 2025). This includes a participatory planning process through construction implementation, in accordance with the technical specifications in the work contract (Rumambi et al., 2025). This study seeks to examine whether the existing legal instruments are strong enough to encourage performance improvement, or whether there is a legal vacuum that leads to suboptimal infrastructure management in South Bolaang Mongondow. The ever-changing regulatory dynamics demand rapid adaptation from local stakeholders. Ultimately, the success of the South Bolaang Mongondow District Public Works and Spatial Planning Office in managing infrastructure will be a mirror of the local government's commitment to serving its people. The quality of bridges connecting isolated villages, as well as the robustness of district roads, are tangible indicators of the success of the leadership and management of public organisations. Through this paper, it is hoped that a comprehensive understanding of the complexity of handling infrastructure from a legal perspective will emerge, which can then serve as a strategic recommendation for improving performance in the future and for the equitable distribution of development across all corners of the district.

METHOD

This study uses a descriptive-analytical approach, focusing on regulative governance and examining the consistency between positive legal norms and the implementation of sectoral policies. A juridical-formal approach is used to dissect in depth the mandate of authority and the performance standards of the Public Works and Spatial Planning (DPUTR) in the implementation of infrastructure. In addition, a conceptual approach was applied to measure the level of integration of good governance principles into bureaucratic practice, thereby enabling the identification of the degree of synchronisation and disharmony between mandate regulations and operational procedures in Bolaang Mongondow Selatan. The Research Data is entirely sourced from secondary data that are systematically classified based on the hierarchy of information authorities, which include primary legal materials in the form of authoritative regulations such as laws on roads and local regulations on regional device organizations, as well as secondary legal materials that include scientific literature, journal articles, and agency performance reports as parameters of public sector performance indicators. All data are collected through careful documentation and study techniques to ensure the validity of the theoretical foundations and the legality of the arguments. Data processing is done qualitatively using deductive reasoning, applying universal principles of governance to the specific context of implementing roads and bridges at the regional level. The analysis process includes the stages of description, interpretation, and systematic evaluation of policies to address the formulation of Research problems, resulting in a logical, objective, and well-argued case for strengthening bureaucratic compliance with the rule of law and organisational performance standards.

RESULTS AND DISCUSSION

Performance review of Public Works and Spatial Planning in the implementation of regional infrastructure

An analysis of the Department of Public Works and Spatial Planning (DPUTR) of South Bolaang Mongondow Regency requires an in-depth review through an integrative governance framework. This sector does not merely carry out a technical-mechanistic function, but also operates as a strategic instrument for distributing public services and exercising state authority. Road and bridge infrastructure is a real output of policies that directly impact society's well-being, so any bureaucratic actions in this area entail significant formal and Material responsibilities. Law Number 38 of 2004 on roads, as amended through Law Number 2 of 2022, is the main reference for the implementation of regional roads (Paramitha et al., 2023). The regulatory change marks a shift in policy approach from a development orientation towards a safety and sustainability orientation (Geru et al., 2025). Regional road operators are no longer solely responsible for infrastructure availability, but rather for the level of structural feasibility and the protection of road users. The normative consequences of such an approach expand the legal liability space of local governments when infrastructure fails to perform its basic function as a safe means of transport.

The position of the DPUTR office as a regional device obtains legitimacy from regional regulations governing the formation and organisational structure of regional devices (I. S. Sulila, 2016). The regulation provides the basis of authority for the department to carry out the functions of Planning, Development, Control, and supervision of infrastructure and spatial planning (I. Sulila, 2019). Authority derived from legal norms cannot be exercised discretionally indefinitely. Every administrative action must be legally testable, both in terms of authority, procedure, and substance. Bureaucratic performance at this point is not only seen as an administrative achievement, but as a reflection of compliance with the principles of legality and legal certainty. The reality of local government shows that the exercise of authority is often faced with structural limitations. The region's fiscal capacity, the availability of technical human resources, and its geographical conditions are variables that affect the effectiveness of task implementation. The imbalance between normative mandates and operational capabilities can create a gap between development planning and implementation. The administrative law perspective views the condition as an accountability challenge because public policies must produce benefits commensurate with the resources used.

Regulation of road space, as formulated through Government Regulation No. 34 of 2006 on roads, shows how the law serves as an instrument of Public Interest Protection. The division of road space into useful, owned, and surveillance categories is designed to maintain the sustainability of road functions. The implementation of these provisions at the regional level often encounters social problems, especially regarding community use of space. Buildings that stand on roads or drainage channels reflect weak control over space and a low awareness of the law. From an organisational responsibility perspective, the omission of violations of road space utilisation is a form of bureaucratic oversight. The firmness of the DPUTR office in enforcing regulations governing road space is the main indicator of the agency's commitment to public services oriented to the safety and interests of the wider community. The ability of bureaucracies to act consistently in safeguarding public assets reflects the integrity of institutions in prioritising the public good over particular interests.

The implementation of bridge construction involves managerial and legal risks that are more complex than those in road infrastructure. In accordance with the mandate of Law No. 2 of 2017 on construction services, DPUTR, as the representative of the state, is fully responsible for the quality of the work. In this case, the capacity of agencies in carrying out the functions of Budget users (PA) and commitment-making officials (PPK) requires high professionalism. Each stage, from selecting service providers to auditing the results of the work, involves a series of managerial decisions with direct implications for the legal and financial accountability of the government apparatus. Integration between the Public Works sector and spatial planning illustrates the complexity of cross-cutting authority. Under Law No. 26 of 2007 on spatial planning, the spatial plan must be treated as an absolute instrument of development control. South Bolaang Mongondow Regency DPUTR performance is measured by the synchronisation of physical development with the allocation of space, set to prevent environmental dysfunction and land-use conflicts. Amid dynamic local interests, bureaucracies often struggle to maintain planning independence. Organisational integrity is tested when balancing short-term pressures with a vision of sustainable development.

Road user safety gained a strong legal foundation through Law No. 22 of 2009 on road traffic and transportation. The provision on road operators' responsibility for the condition of damaged roads expands the scope of local governments' accountability. Road damage left untreated can result in legal sanctions if it causes an accident. The norm shifts the traditional understanding of road maintenance to legal obligations directly related to protecting citizens' rights. Rapid response to road damage, installation of warning signs, and continuous improvement reflect the quality of bureaucratic performance. Neglect of safety aspects can be considered maladministration due to a failure to fulfil public service obligations. Safe roads are a basic right of the community, so road operators have a legal obligation to ensure this right is fulfilled on an ongoing basis.

Regional financial management is a determining factor in the successful implementation of infrastructure. Government Regulation Number 12 of 2019 concerning regional financial management regulates the mechanism for planning, budgeting, and Public Financial Accountability. Every infrastructure development program must be designed in a transparent and accountable manner. The performance of the DPUTR Office cannot be measured solely by the amount of budget absorbed, but by the quality of the benefits generated for the community. The practice of accelerating project implementation towards the end of the financial year often increases the risk of deterioration in construction quality. The pressure to absorb budgets can shift the focus from quality to quantity. These conditions may violate the principles of efficiency and effectiveness in the use of state finances. Professional bureaucratic performance can maintain a balance among timeliness, work quality, and procedural compliance. Road maintenance and rehabilitation technical guidelines provide an operational framework for technical decision-making. The prioritisation of road handling reflects the government apparatus's managerial capacity. The right decision can extend the service life of the infrastructure and optimise budget use. Conversely, mishandling can increase future

maintenance costs and legal risks. The evaluation of the performance of the South Bolaang Mongondow DPUTR Office must be conducted within an intact legal framework. Infrastructure is not only the result of physical development but also a product of public policy that carries significant legal and social value. Compliance with sectoral regulations, consistency of planning, and bureaucratic integrity are the main indicators of the quality of local government administration. The whole dynamics shows that the successful implementation of Public Works and spatial planning cannot be separated from the principles of the rule of law. A safe, sustainable and law-abiding infrastructure reflects the state's responsibility to the welfare of society. Such a legacy of development is not only of physical value but also presents legal certainty and social justice for future generations.

Inhibiting factors and normative challenges in the optimization of Road and Bridge handling

Entering the discussion on inhibiting factors and normative challenges, a critical awareness must be built from the outset that the efforts of the Public Works and Spatial Planning Office of Bolaang Mongondow Selatan Regency to optimise road and bridge construction never run in a vacuum. The practice of implementing regional infrastructure is always faced with a clash between the ideal of regulation and administrative reality, which is often not conducive to accelerating development. Infrastructure, although often perceived as a mere physical form, is actually a product of law and public policy, shaped by a series of administrative decisions full of normative risks. The position of the DPUTR service as a technical executor and a legal compliance guard puts this agency at the crossroads of a complex dilemma. One of the most basic normative challenges concerns overlapping authority and unclear road status. Law Number 2 of 2022 on roads has strictly classified roads into national, provincial, regency, and village categories. The classification is intended to provide certainty of authority and clarity of budget responsibilities between levels of government (Kurdi et al., 2025). Functionally, many roads have become the main drivers of the regional economy, but legally, this has not been confirmed by the regional authorities' decision. This inconsistency creates an ambiguity of authority that puts the Dputr service in a defensive managerial position, making it difficult for the organisation to intervene in the program due to the absence of a definitive legal mandate.

The unclear status of this road is not just a technical administrative issue but an obstacle to the agency's realisation accountability and responsibility. In the public financial management system, every budget allocation must be based on a clear legal basis and must not exceed the authority limits established by legislation (Wasanta et al., 2020). Concerns about the potential findings of the financial audit led the DPUTR office to refrain from intervening, even though road damage has caused significant social and economic impacts. This kind of situation shows that the bureaucracy's performance is not always hampered by the absence of a budget, but by the legal uncertainty that constrains administrative wiggle room. The next strategic challenge arises from the rigidity of the government procurement system. Although regulations are designed to ensure accountability and fair competition, in practice, there is often a clash between procedural compliance and the urgent need for responsiveness in handling infrastructure. Bureaucratic cycles in bridge construction, spanning multiple stages from planning to provider assignment, create a significant time lag between requirement identification and field program execution (Parebba et al., 2022). This complexity is even more evident when the Bolaang Mongondow Selatan district faces emergency conditions due to natural disasters that cut off access to the region. Although regulations provide an expedited mechanism through direct designation, ambiguity in interpreting emergency limits often raises concerns about policy risk. As a result, the technical apparatus tends to prioritise administrative safety over the speed of Service. From a governance perspective, DPUTR's slow performance in crises is not due to technical competence limitations, but rather to the disproportionate dominance of risk management over potential future legal implications.

Another problem, no less important, stems from the weak regulation of derivatives at the regional level. The national legal framework for implementing roads and bridges has been quite progressive. However, its effectiveness is highly dependent on the existence of local regulations and regional head regulations as operational instruments. South Bolaang Mongondow Regency still faces gaps in local regulations specifically governing infrastructure protection. Vehicle load control and supervision of the practice of over-dimensional overloading are clear examples of these weaknesses (Nurkhowati et al., 2023). The absence of strong local regulations makes the results of infrastructure development vulnerable to premature deterioration (Gobel et al., 2023). From an asset management perspective, significant challenges arise when recently completed infrastructure often experiences operational loads that exceed its technical design capacity. This phenomenon results in accelerated asset depreciation, with the infrastructure's service life much shorter than originally planned (Safitri, 2021). The Dputr office is in a paradoxical position; on the one hand, the organisation is required to maintain productivity through continuous maintenance, but on the other hand, the authority's instruments are limited to control destructive external factors.

This challenge confirms that public sector performance cannot be assessed in isolation. The achievement of physical targets must be supported by the Integrative quality of regulation and the effectiveness of cross-sectoral law enforcement. Without policy synergy between infrastructure providers and traffic regulatory authorities, DPUTR's efforts to maintain service quality will continue to be hampered by external factors beyond the agency's managerial control. Administrative barriers also arise from limited human resources with both technical competence and adequate legal understanding (Agus Prihartono P.S et al., 2023). The implementation of road and bridge projects involves not only technical calculations for construction but also the preparation of contract documents, management of legal risks, and supervision of work. Law No. 2 of 2017 on Construction Services places great responsibility on users of construction services, including local governments. Building failure can lead to serious lawsuits if negligence is found.

The apparatus's limited capacity to understand construction law and contract management is often the source of disputes between local governments and service providers. Contracts drawn up without adequate mitigation of legal risks open interpretation gaps to the detriment of local governments. Weak field supervision magnifies the potential for deviations in the quality of work. The weakness in human resources in this regard is not only a technical issue but also a normative one, as the competency standard for the position is clearly regulated in the personnel regulation. The issue of land acquisition has also become a major obstacle to the smooth development of infrastructure (Bintang Idrus et al., 2025). Many road and bridge projects in the South Bolaang Mongondow district face delays due to land ownership disputes. Law No. 2 of 2012 on Land Acquisition for development in the public interest has provided a relatively comprehensive mechanism. However, its implementation at the regional level is often constrained by social and administrative conditions. The absence of legal ownership documents, differences in perceptions about the value of compensation, and low public understanding of legal procedures are recurring inhibiting factors.

The DPUTR office often faces significant managerial dilemmas related to aspects of land legality. Continuing development without juridical certainty risks violating the community's privacy rights, but suspending the project will hinder achieving the productivity and performance targets set in the strategic plan (Renstra). The gap between the needs of physical development and the completion of legal aspects indicates a deficit of cross-sectoral coordination (T. & Mulyono, 2023). This challenge requires an integrative governance approach to ensure that infrastructure acceleration is not hampered by destructive legal conflicts that undermine the organisation's reputation. On the other hand, dependence on the central government's fiscal policy is the main determinant that limits the discretionary space of the South Bolaang Mongondow DPUTR Office. High dependence on physical special allocation funds (Dak) forces agencies to be reactive to changes in national priorities. The process of planning adaptation to central policy shifts often clashes with the rigidity of Government Regulation Number 12 of 2019 on regional financial management, which requires a lengthy administrative cycle for budget document revisions.

These conditions create tension between the field's urgent needs and a rigid budgeting system. The effectiveness of bureaucracy becomes very limited because every strategy adjustment must pass through a layered procedural mechanism (Sutopo & Rahayu, 2022). This dynamic emphasises the importance of policy synchronisation between levels of government (intergovernmental relations) to ensure the sustainability of the roadmap for regional infrastructure development, which is not only temporary but also has a strong accountability Foundation (Putra & Santoso, 2021). The supervisory function also harbours its own challenges. Internal oversight by regulatory authorities often focuses more on compliance with financial administration than on the technical quality of infrastructure (Imran et al., 2023). A too-narrow focus on the document's formality risks overlooking the substance and usefulness of development results. Roads and bridges that are administratively declared complete may not meet the planned quality standards. When technical deviations go undetected early, the development cycle becomes inefficient and repetitive.

The lack of integration between financial supervision and technical supervision creates gaps in the public accountability system. Increasing the performance of the DPUTR Service is difficult if the Supervisory Mechanism cannot provide substantive feedback on the quality of work. These normative challenges indicate the need to renew supervisory approaches that are not only oriented to procedural compliance but also to the real results perceived by society. Public participation and public information disclosure also affect the performance dynamics of the DPUTR Office. Law No. 14 of 2008 on Public Information disclosure gives the public the right to know and supervise the implementation of development. Aspirations conveyed through planning forums often reflect local needs but are not always aligned with technical and normative considerations. Political pressure arising from the process has the potential to shift development priorities from objective needs to momentary interests.

The normative challenge lies in filtering public aspirations to remain aligned with the principles of spatial justice and legal effectiveness. Infrastructure development that is overly influenced by non-technical pressures risks resulting in budget allocations that are not on target. Optimising the DPUTR Office's performance will be difficult if the planning system lacks a mechanism to protect against interventions that obfuscate Development Goals. Overall, these inhibiting factors indicate that the performance challenges of the South Bolaang Mongondow DPUTR Office cannot be simplified as a matter of budget or technical capacity alone. The problems faced are structural and normative, including regulatory, institutional, human resources, and Cross-Sector Coordination issues. Improving performance requires reform of legal and administrative governance as a whole. Without updates on these aspects, infrastructure development will continue to be caught in a dilemma between public demands and normative limitations that shackle regional bureaucracies.

CONCLUSION

The synthesis of the Public Works and Spatial Planning Office's performance in South Bolaang Mongondow Regency confirms that organisational effectiveness remains constrained by the disconnection between the regulatory mandate and the operational reality of bureaucracy. This discovery highlights that the dimensions of agency responsiveness and accountability are hampered by the ambiguity of asset legal status, procedural rigidity in procurement management, and the lack of local legal instruments to mitigate negative externalities, such as excess vehicle loads. As a managerial implication, it is necessary to strengthen governance by periodically updating the legal status of roads and formalising regulations for infrastructure protection to ensure the certainty of budget allocation and the sustainability of asset service life. Theoretically, this study confirms that the performance of bureaucracy in the technical sector is no longer adequate if measured solely by statistical indicators of physical output (productivity). However, it must be integrated with aspects of judicial responsibility and compliance with minimum service standards to realise the sustainability of credible public value.

REFERENCES

- Agus Prihartono P.S, Mohamad Hidayat Muhtar, Sri Nanang Meiske Kamba, Yudi nur Supriadi, Nur Mohamad Kasim, Apripari, & Belardo Prasetya Mega Jaya. (2023). BEYOND RHETORIC: A CRITICAL EXAMINATION OF SOCIAL JUSTICE THEORY IN DEVELOPMENT. *Journal of Namibian Studies : History Politics Culture*, 33. <https://doi.org/10.59670/jns.v33i.646>
- Amer, N., & Muhtar, M. H. (2023). Pengantar hukum organisasi kemasyarakatan di Indonesia. *Eureka Media Aksara*.
- Bintang Idrus, M., Ch Thalib, M., & Hidayat Muhtar, M. (2025). Kesenjangan Hukum Dan Realitas Sosial Dalam Transaksi Tanah Tanpa Sertifikat. 3, 84–91.
- Dwiyanto, A. (2021). Mewujudkan tata kelola pemerintahan yang baik melalui pelayanan publik. *Jurnal Ilmu Sosial Dan Ilmu Politik*, 25(1), 1–15. <https://doi.org/10.22146/jsp.65432>
- Geru, S., Isa, R., & Sholihin, D. I. Y. (2025). Improved performance of village-owned enterprises (BUMDes). *Public Policy Journal*, 6(1). <https://doi.org/10.37905/ppj.v6i1.287>
- Gobel, R. T. S., Muhtar, M. H., & Putri, V. S. (2023). Regulation And Institutional Arrangement Of Village-Owned Enterprises After The Work Creation Era Applied. *Jurnal Pamator : Jurnal Ilmiah Universitas Trunojoyo*, 16(1), 15–33. <https://doi.org/10.21107/pamator.v16i1.19135>
- Imran, S. Y., Muhtar, M. H., & Apripari, A. (2023). Pengawasan dan Pendampingan Dana Desa dalam Mewujudkan Transparansi Badan Usaha Milik Desa Saripi. *Jurnal Pustaka Mitra (Pusat Akses Kajian Mengabdikan Terhadap Masyarakat)*, 3(1), 51–59. <https://doi.org/10.55382/jurnalpustakamitra.v3i1.375>
- Kurdi, K., Mazjah, I., & Cahayo, R. G. (2025). Analisis Yuridis Pengaturan Pelintasan Jalan untuk Pengangkutan Hasil Tambang. *JURNAL RECHTENS*, 14(1), 99–118. <https://doi.org/10.56013/rechtsens.v14i1.4113>
- Muhtar, M. H., & Gobel, R. T. S. (2023). The urgency of the establishment of local regulation of Gorontalo Regency regional regulation on the use of public roads and special roads for transportation of mining and forestry products. *International Journal of Social Science Research and Review*, 6(2), 444–454. <https://doi.org/https://doi.org/10.47814/ijssrr.v6i2.1045>
- Nurkhowati, N., Widodo, S., & Kadarini, S. N. (2023). THE EFFECT OF OVER DIMENSION OVERLOAD (ODOL) VEHICLES ON NATIONAL ROAD DAMAGE. *Jurnal Teknik Sipil*, 23(1), 22. <https://doi.org/10.26418/jtst.v23i1.59151>

- Paramitha, A. A., Widodo, I. S., Amin, F., Widodo, M. F. S., Kamil, H., Muhtar, M. H., Taufik, A., Zaelani, M. A., Jenar, S., Anam, S., Rahman, A., Yudanto, D., Khasanah, D. D., Munir, S., Tinambunan, H. S. R., Yuliarti, A., & Gazali, M. (2023). Hukum administrasi negara. Sada Kurnia Pustaka.
- Parebba, Z. A., Hamsina, Ahmad, B., & Anugrah, E. H. (2022). Public Services Bureaucracy Performance (Case Study Of Public Relation, Information And Public Communications in South Sulawesi Province). *Journal of Governance and Administrative Reform*, 3(2), 106–122. <https://doi.org/10.20473/jgar.v3i2.39590>
- Putra, A. S., & Santoso, E. B. (2021). Harmonizing spatial planning and infrastructure development in Indonesia: Challenges in local governance. *International Journal of Built Environment and Sustainability*. <https://doi.org/https://doi.org/10.11113/ijbes.v8.n2.712>
- Rahmadani, F., Ilato, R., & Isa, R. (2025). Evaluasi implementasi kebijakan rencana tata ruang wilayah dalam pemanfaatan pasar sentral di Kota Gorontalo. *Socius: Jurnal Penelitian Ilmu-Ilmu Sosial*, 2(7), 12–16. <https://doi.org/10.5281/zenodo.15023282>
- Rumambi, D. F. diansah, Abdussamad, Z., & Isa, R. (2025). OPTIMALISASI PEMUNGUTAN PAJAK RESTORAN SEBAGAI SUMBER PENDAPATAN DAERAH. *JianE (Jurnal Ilmu Administrasi Negara)*, 7(1), 8–23. <https://doi.org/10.32938/jan.v7i1.7480>
- Rumesten, R. I., Putri, V. S., Fitriyantica, A., Wicaksono, M. B. A., Hammadi, A., Yassine, C., & Muhtar, M. H. (2024). Unraveling the challenges in implementing final and binding decisions of administrative courts: A critical study. *Migration Letters*, 21(S2), 600–614.
- Safitri, Y. (2021). Key Factors in Big Data Implementation for Smart City: A Systematic Literature Review. *Journal of Public Administration Studies*, 006(01), 16–22. <https://doi.org/10.21776/ub.jpas.2021.006.01.3>
- Sudarmo, S., Febrianty, Y., Putri, V. S., Muhtar, M. H., & Salahuddin, S. (2025). Critical Study of the Implementation of the Right of Self-Determination in Protecting Indonesia's Environmental and Economic Sovereignty. *E3S Web of Conferences*, 611, 05002. <https://doi.org/10.1051/e3sconf/202561105002>
- Sulila, I. (2019). THE EFFECT OF EFFECTIVENESS OF ADVERTISING TAX COLLECTION AND MATERIAL COMPLIANCE WITH REGIONAL REVENUE OF GORONTALO. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 16(2), 179–193. <https://doi.org/10.31113/jia.v16i2.499>
- Sulila, I. S. (2016). IMPLEMENTASI KEBIJAKAN PELAYANAN PARKIR TEPI JALAN UMUM DI KOTA GORONTALO. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 13(2), 349–366. <https://doi.org/10.31113/jia.v13i2.109>
- Sutopo, B., & Rahayu, S. (2022). The impact of e-procurement rigidity on infrastructure project delivery: A study of Indonesian local government. *Journal of Public Budgeting, Accounting & Financial Management*.
- T., S., & Mulyono, S. (2023). Intergovernmental fiscal relations and local infrastructure development in Indonesia: Challenges and opportunities. *Journal of Local Government and Public Policy*. <https://doi.org/https://doi.org/10.58917/jlgpp.v2i3.88>
- Wasanta, T., Sowolino, B. O., Mujahid, Z., & Santosa, W. (2020). Kajian perubahan status jalan lingkaran luar Gorontalo. *Jurnal Transportasi Sistem Material Dan Infrastruktur*, 19(3), 215–224. <https://doi.org/https://doi.org/10.26593/jtrans.v19i3.3674.215-224>
- Yassine, C., Ahmad, A., Muhtar, M. H., Rivera, K. M., & Putri, V. S. (2024). Admissibility of Lawsuits Based on Interest under Algerian Civil and Administrative Procedures. *Jambura Law Review*, 6(2), 286–303. <https://doi.org/10.33756/jlr.v6i2.24309>