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# Communication Patterns in Improving Development Services in the Department of Public Works and Spatial Planning of the City of Tarakan

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## Abstract

Public service is a service activity that cannot be separated from a person's daily activities. Public services themselves have been regulated in Law Number 32 of 2009 concerning Protection and the Environment which guarantees environmental welfare, so that this aspect is included in the development design strategy to achieve the main goal of sustainable development carried out by the government in order to protect the survival of future generations. This research aims to conduct a study regarding the communication patterns carried out by the Tarakan City PUPR Service in providing services to the community. The method used is literature study and uses a qualitative descriptive approach to examine the problem in more depth. The results of this research show that the Tarakan City PUPR Service has fulfilled 10 service indicators and has good service quality and in accordance with established standards.

Keywords: Communication, Service, Public Works Service

## Abstrak

Pelayanan publik merupakan kegiatan pelayanan yang tidak bisa lepas dari kegiatan sehari-hari seseorang. Pelayanan publik sendiri telah diatur dalam Undang-Undang Nomor 32 Tahun 2009 Tentang Perlindungan dan Lingkungan Hidup yang menjamin kesejahteraan lingkungan, sehingga aspek tersebut termasuk ke dalam strategi perancangan pembangunan untuk mencapai tujuan utama dari pembangunan berkelanjutan yang diselenggarakan oleh pemerintah demi melindungi keberlangsungan hidup generasi mendatang. Penelitian ini bertujuan untuk melakukan kajian terkait bagaimana pola komunikasi yang dilakukan oleh Dinas PUPR Kota Tarakan dalam memberikan pelayanan kepada masyarakat. Metode yang digunakan adalah studi literatur dan menggunakan pendekatan deskriptif kualitatif untuk mengkaji permasalahan dengan lebih mendalam. Hasil penelitian ini menunjukkan bahwa Dinas PUPR Kota Tarakan telah memenuhi 10 indikator pelayanan serta memiliki kualitas pelayanan yang baik dan sesuai dengan standar yang telah ditetapkan.

Kata Kunci: Komunikasi, Pelayanan, Dinas Pekerjaan Umum

## INTRODUCTION

31 Public services are services that cannot be separated from social life and are part of national and state life. Referring to the Regulation of the Minister of Public Works Number 323/PRT/M/2005 concerning Procedures for Calculating Input from the Community within the Department of Public Works, in order to handle public complaints so that they are clear, transparent and accountable, it is necessary to carry out initial research which is an independent activity and objective (providing assurance/assurance activities) to identify relevance, completeness and indications of irregularities in order to determine follow-up actions to complaints (Ministry of PUPR, 2005).

32 Public satisfaction with public services is not only an indicator of performance, but also a symbol of success and pride for the organizing organization. Good public services are a reflection of government governance that is efficient, transparent and responsive to the needs and aspirations of the community. In this modern era, public satisfaction has become the most vital measure of public service performance, considering that society is now more critical and has wider access to information. This satisfaction is closely related to how the organization is able to provide services that are not only fast and easy to access, but also quality and inclusive (Erlianti, 2019).

14 Good public services reflect an organization's commitment to fulfilling people's rights. This is not only limited to providing basic services, such as health, education and security, but also to the organization's ability to innovate and adapt to developments in time and technology. Organizations that are able to show progress in this aspect tend to build a positive image in the eyes of the public, which in turn will increase public trust. This trust is social capital that is important for the survival of the organization and the effectiveness of implementing its policies and programs (Bisri & Asmoro, 2019).

14 In providing satisfactory services, organizations need to apply basic principles such as justice, equality and compliance with service standards. This requires organizations to continuously evaluate and improve the quality of their services, including through the use of information technology, increasing human resource capacity, and developing a feedback system that allows active community participation in the service improvement process. This process creates a virtuous circle where improving service quality leads to increasing public satisfaction, which in turn will increase public trust and support for the organization (Laia et al., 2022).

35 Community satisfaction as the result of good public services not only confirms the organization's position as a competent service provider, but also as an entity that has a strong commitment to community welfare. This creates a sense of pride not only for the community who feel well served, but also for members of the organization who feel their work has a real impact on the lives of many people. In the long term, this can increase employee motivation and performance, strengthen organizational identity, and build a positive reputation that becomes a valuable asset in facing future challenges (Futum et al., 2021).

6 Thus, public satisfaction is not just the end result of a series of public service processes, but is also a vital indicator that reflects the level of success of an organization in carrying out its mission and vision. This confirms that at the heart of good public services are broader societal values, namely improving the quality of life and inclusive and sustainable community development. High public satisfaction is a source of pride and motivation for organizations to continuously innovate and improve the quality of their services, as well as being the basis for better country development (Solong & Muliadi, 2021).

7 PUPR in the Highways Sector has the task of preserving roads and bridges, implementing city road management, implementing monitoring, evaluating and controlling the implementation of technical planning for the construction and preservation of roads and bridges. PUPR in the Highways Sector plays an important role in ensuring that road and bridge infrastructure in a country is in prime condition,



supporting population mobility and economic activities. Maintenance and preservation of roads and bridges, implementation of city roads, as well as monitoring, evaluation and control of the implementation of construction and preservation engineering planning, are all tasks that are not only complex but also critical in supporting people's daily lives. Services that satisfy society in this context mean the provision of safe, comfortable and efficient infrastructure, which directly contributes to the quality of life and economic productivity (Utary et al., 2018).

Public satisfaction with road and bridge infrastructure services provided by the Highways Sector is highly dependent on several key factors, including smooth access, security, infrastructure resilience to natural disasters, and consistency in maintenance. An effective and efficient transportation system will reduce travel time, lower logistics costs, and significantly increase people's access to essential services, education, and employment, which in turn can stimulate regional and national economic growth (Hidayat et al., 2018).

Therefore, it is very important for the Highways Sector to improve services that involve the use of the latest technology in surveying, design and construction, as well as the adoption of best practices in project management. Involvement and communication with the community is also crucial to ensure that infrastructure projects are implemented in accordance with their needs and expectations, as well as reducing negative impacts that may arise during the development process. Thus, the Highways Sector's ability to provide satisfactory services not only measures the effectiveness and efficiency of their operations, but also reflects the government's commitment to improving the quality of life of its citizens through the provision of reliable public infrastructure.

To ensure that PUPR in the Highways Sector can provide community satisfaction through quality road and bridge infrastructure services, improving the quality of Human Resources (HR) is a crucial element. In this highly technical sector, HR competencies, which include the latest technical knowledge, project management skills, as well as a deep understanding of social and environmental aspects, must always be improved. This is not only relevant to face complex construction and maintenance challenges, but also to meet dynamic societal expectations for reliable and sustainable infrastructure (Anggraini, 2022). Improving the quality of human resources can be achieved in various ways, including through ongoing training programs, providing scholarships for further studies, as well as opportunities to attend seminars and conferences that enable the exchange of knowledge with experts in their fields. In addition, field experience supported by the latest technology, such as the use of sophisticated design and simulation software, can improve analytical skills and creativity in solving problems (Mustamin, 2023).

Involvement in innovative projects, as well as collaboration with research institutions and universities, can also broaden the knowledge and competence of human resources in the Highways Sector. This will ensure that they are not only able to implement effective technical solutions, but are also able to innovate and adapt to changing needs and technology. Furthermore, the development of soft skills, such as communication, leadership and conflict management, is also important to ensure that projects can be managed effectively, including in communicating and interacting with the community.

Thus, through continuous improvement in the quality of human resources, PUPR in the Highways Sector will not only be able to provide quality infrastructure that meets safety standards, but will also be able to increase community satisfaction by being responsive to their needs and proactive in overcoming future challenges. This, in the end, will strengthen the position of the Highways Sector as a competent and trustworthy institution in the eyes of the public.

Effective internal communication within an organization, including in the PUPR environment in the Highways Sector, plays a key role in improving the quality of Human Resources (HR) which in turn can increase service satisfaction to the community. Good internal communication helps ensure that all team

members understand the organization's vision, mission, and goals, as well as how individual and team roles contribute to achieving those goals. This creates a sense of ownership and responsibility for the work performed, encouraging higher performance and innovation (Yusron & Pahing, 2021).

The image shows a complex Gantt chart for a project. The top section includes a header with project details like 'Project Name', 'Manager', and 'Start Date'. Below this, a grid lists various tasks with columns for 'Task Name', 'Start Date', 'End Date', 'Duration', and 'Resource'. The tasks are color-coded and include descriptions of activities such as 'Site Preparation', 'Foundation Work', and 'Structural Work'. The bottom part of the chart shows a summary of resources and their total hours.

In addition, effective internal communication also supports the exchange of knowledge and experience between employees, which is very important in a dynamic and technical work environment such as the Highways Sector. Through regular meetings, group discussions and internal communication platforms, employees can share insights, innovative solutions and best practices that have been successfully implemented. This not only increases individual competence but also improves the quality of the team as a whole (Permata et al., 2021). Implementing two-way communication between management and employees is also vital. This allows management to hear input, suggestions and concerns from employees, which can help in decision making and improving work processes. Likewise, employees who feel heard tend to be more involved and motivated to work, because they feel that their contribution is valuable to the organization (Atmaja & Dewi, 2018).

HR training and development also becomes more effective when supported by strong internal communication. Training programs can be tailored to needs that have been identified through employee feedback, ensuring that the skills development carried out is relevant and appropriate. Thus, effective internal communication not only builds a strong organizational culture, but also accelerates the growth and development of human resources (Sianturi et al., 2019). This directly contributes to improving the quality of services provided to the community, enabling PUPR in the Highways Sector to be more responsive to community needs and expectations, as well as increasing community satisfaction with the services provided.

Thus, this research was created to find out how the internal communication of the organization built by PUPR for the Highways Sector is in order to provide public services that can satisfy the community.

## LITERATURE REVIEW

### ORGANIZATIONAL COMMUNICATION

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Organizational communication is a process of conveying information and exchanging ideas between individuals in an organization. In general, organizational communication includes all forms of verbal and non-verbal interactions that occur within a work entity or organizational structure. In a broader scope, organizational communication does not only include formal aspects such as announcements, directions and reports, but also involves interpersonal, cultural and psychological dimensions that influence work dynamics within the organization (Yusron & Pahing, 2021). One of the key elements in organizational communication is clarity and continuity of information. This includes a clear understanding of the organization's goals, the role of each individual in achieving those goals, as well as the effective flow of information from the top management level to the operational level. Good organizational communication can create a harmonious work environment, increase productivity, and build a sense of togetherness among organizational members (Fadillah & Jandevi, 2020).

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The main aspects of organizational communication involve formal and informal communication. Formal communication includes the process of conveying official messages through official channels such as memoranda, formal meetings, and written reports. Meanwhile, informal communication involves exchanging information outside official channels, such as daily conversations, gossip, or non-verbal communication. Both have an important role in shaping work dynamics and organizational culture (Permata et al., 2021). Apart from that, organizational communication is also closely related to the concept of organizational culture. Organizational culture includes the shared values, norms, and beliefs that form the unique characteristics of an organization. Organizational communication is the key in forming, maintaining and changing organizational culture (Asriadi, 2020). When organizational values are well explained and understood by all members, organizational communication can be a means of increasing compatibility between individuals and the organization.

Then information technology also plays a significant role in changing the organizational communication landscape. With email, video conferencing, and online collaboration platforms, organizational communication can occur without the limits of space and time. However, new challenges also arise, such as the risk of widespread information and the potential for misunderstandings due to limited non-face-to-face communication (Fadillah et al., 2020). The importance of organizational communication can also be seen from its role in conflict management. Conflicts can arise at various levels within an organization, and effective communication can help resolve these conflicts or even prevent them in the first place (Apriyani & Darmastuti, 2022). An open and transparent communication process can build mutual understanding and trust between individuals, reduce the potential for conflict, and create a positive work environment.

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Thus, organizational communication is not just a tool for conveying information, but also the foundation that forms organizational structure and culture. Good communication can create a productive work environment, increase the involvement of organizational members, and ensure that organizational goals can be achieved effectively. Therefore, organizations need to understand the importance of investing in developing effective organizational communications to support long-term growth and sustainability.

### ORGANIZATIONAL CULTURE

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Organizational culture refers to the shared system of values, norms, beliefs, traditions, and behaviors held and shared by members of an organization. This includes how people interact, make decisions, respond to change, as well as how organizations respond to their environment. Organizational culture creates identity and distinctive characteristics that differentiate an entity from other organizations.

Organizational communication plays a central role in forming, maintaining and changing organizational culture (Sudarsono, 2019).

8 One way in which organizational communication influences organizational culture is through the dissemination and reinforcement of shared values and norms. Formal communications, such as the company mission and vision conveyed by the leadership of the organization, provide guidance on the values that are considered important and the common goals to be achieved. At the same time, informal communication, such as daily conversations and interactions between organizational members, strengthens a shared understanding of these values (Fuad et al., 2020). Organizational communication also plays a role in maintaining the consistency and sustainability of organizational culture. When organizational members consistently receive and send messages that are in accordance with established values and norms, the culture can remain intact and resilient to external changes. Word choice, communication style, and emphasis on certain values in various communication channels can help shape and strengthen an organization's culture.

Over time, organizational communication also plays a role in changing organizational culture. Organizations adapting to external changes or facing internal challenges may need to change or adapt their values and norms. Effective communication is needed to guide organizational members through this change process, explain the reasons behind the changes, and help individuals understand their role in shaping the new culture (Fadillah, 2014). Open and transparent organizational communication can also influence the work climate and sense of trust within the organization. When information is conveyed clearly and honestly, organizational members feel valued and empowered. This can create a culture that supports collaboration, creativity and innovation. Conversely, ambiguity or withholding of information can create uncertainty and distrust, which can damage organizational culture and trigger conflict. Additionally, technology also plays a role in modifying the way organizational communications influence culture. Online collaboration platforms, internal social media, and other digital communication tools can facilitate a faster and broader exchange of ideas and information. However, organizations also need to pay attention to the impact on culture, such as the risk of losing face-to-face interactions and the possibility of misunderstandings (Sutarni, 2019).

5 Overall, organizational communication is the main pillar in forming and maintaining organizational culture. By understanding the critical role of communication in the spread of shared values, norms, and traditions, organizations can create environments that motivate, encourage collaboration, and empower their members. Therefore, organizational leaders need to strategically view communication as the main tool for forming and strengthening an organizational culture that is in line with the company's vision and mission.

## ORGANIZATIONAL WORK CULTURE

Organizational work culture refers to the collective norms, values, attitudes and behaviors that involve organizational members in the context of the work environment. It includes how people work together, collaborate, and respond to everyday work demands. Organizational work culture is closely related to organizational culture as a whole, but the focus is more on aspects that are directly related to work activities and dynamics within teams and work units (Fadillah, 2014). Organizational communication plays a central role in shaping and influencing an organization's work culture. First of all, formal communications, such as company policies, rules, and work procedures that are officially communicated, have a big impact on work culture. For example, whether an organization emphasizes teamwork or prioritizes individual achievement can be reflected in the official guidelines implemented and disseminated through formal communications.

25 Furthermore, informal communication, which involves daily conversations, collaboration, and social interactions in the workplace, also plays an important role in shaping work culture. The communication style between team members, the extent to which ideas are valued, and the extent to which togetherness is emphasized in daily communication can shape work cultural norms that occur at the individual and group levels (Miller, 2013). Organizational work culture can also influence individual and group performance. If the work culture emphasizes innovation, collaboration, and joint problem resolution, organizational members tend to work more effectively in achieving shared goals. In contrast, a culture that emphasizes internal competition and an orientation towards individual tasks may create an environment where individual performance takes priority over collective achievements (Sembiring & Sofiyani, 2021).

In addition, organizational work culture plays a role in shaping employee identity and satisfaction. If the work culture supports values that individuals consider important, such as work-life balance, recognition of achievements, or career development opportunities, then this can increase job satisfaction and commitment to the organization. Conversely, a mismatch between individual values and organizational work culture can lead to dissatisfaction, high employee turnover rates, and lack of engagement (Nurhidayah & B, 2020). The importance of organizational work culture can also be seen in the context of talent recruitment and retention. Organizations that have a reputation for a positive work culture are more likely to attract individuals who align with the company's values and goals. In addition, a work culture that supports individual development and growth can be a determining factor in retaining quality employees.

Thus, organizational work culture is an integral part of the identity and sustainability of an organization. Organizational communication, both formal and informal, acts as a medium for transmitting, strengthening and changing work culture. A good understanding of how communication influences and is influenced by work culture can help organizations build an environment that supports shared goals, employee engagement, and continued long-term success (Restanti et al., 2020).

## ORGANIZATIONAL CULTURE INFLUENCES THE QUALITY OF ORGANIZATIONAL HUMAN RESOURCES

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Organizational culture has a significant impact on the quality of human resources (HR) in an organization. Organizational culture includes the shared values, norms, attitudes, and behaviors that form the unique identity and characteristics of a work entity. In the HR context, organizational culture plays a key role in forming, motivating and retaining quality employees (Madjidu et al., 2022). First of all, organizational culture can influence HR recruitment and selection. Organizations with a clear and engaging culture are often able to attract individuals who align with the company's values and goals. Employees who feel they fit into the organizational culture tend to be more motivated to contribute positively. Therefore, selecting employees who match the organizational culture can improve the quality of human resources in the organization.

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Furthermore, organizational culture can also shape employee learning and development. Organizations with a culture that supports innovation and continuous learning encourage employees to develop their skills and knowledge on an ongoing basis. Placing value on personal growth and development can create an environment where employees feel supported to improve their competencies, which ultimately improves the overall quality of human resources (Madjidu et al., 2022). An organizational culture that encourages collaboration and open communication also has a positive impact on the quality of human resources. Employees who work in an environment where ideas are valued and

collaboration is valued will feel more motivated to share knowledge and experiences. This creates a culture of shared learning that can improve employees' collective understanding and skills.

In addition, organizational culture can also influence the level of employee engagement. Organizations with cultures that prioritize employee involvement and participation in the decision-making process tend to have more dedicated and committed employees. A high level of involvement can create an environment where employees feel valued, heard, and have an important role in achieving organizational goals, which in turn, improves the quality of human resources (Madjidu et al., 2022). Furthermore, organizational culture can also influence employee morale and motivation. Organizations with a culture that rewards and recognizes employee achievements tend to have employees who are more motivated to make maximum contributions. A culture that supports values such as work ethics, integrity and responsibility can create an environment where employees feel they are in a good and meaningful place, which ultimately improves the quality of human resources (Madjidu et al., 2022).

Thus, organizational culture plays a very important role in shaping and influencing the quality of human resources in an organization. From recruitment to retention, from skills development to employee motivation, organizational culture has a holistic impact on employee experience and contributions. Therefore, organizations that focus on building a culture that supports and enriches the quality of human resources will be able to create a work environment that is productive, innovative, and able to adapt to continuous change.

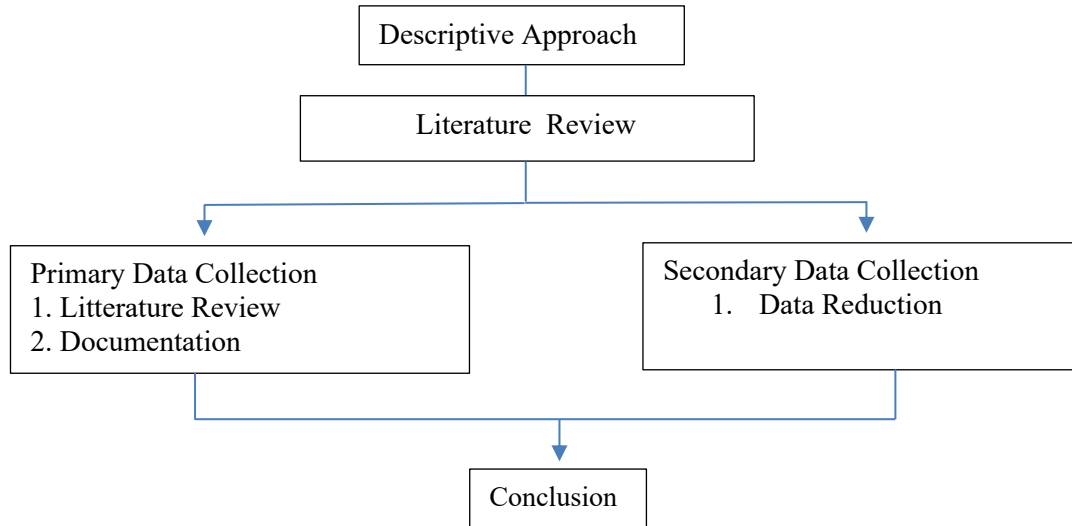
## RESEARCH METHODS

The type of research used in this research is qualitative research with a descriptive approach. Descriptive research was carried out with the aim of carrying out careful and systematic measurements of social phenomena that occur by providing a detailed description based on facts that occur in the field regarding services in the Highways Sector at the Tarakan City Public Works and Spatial Planning Service.

The data collection techniques used to conduct this research study were literature review and documentation. Literature review is a data collection technique that functions to provide context in a broader sense. Researchers use books or articles that are relevant to the problem and draw conclusions from the results of the studies that have been carried out (Yusuf & Khasanah, 2019). This research will discuss theories and work documents related to productivity, clarity, time certainty, time accuracy, security, responsibility, completeness of facilities and infrastructure, ease of access, discipline and comfort.

Data reduction is carried out by collecting, summarizing, selecting and focusing on things that best suit the research focus. Rijali (2018) said that the data reduction process was carried out continuously from data collection to final research.

The final stage is conclusion drawing or drawing conclusions and verifying new findings that have never existed before which explain the picture of the object so that it becomes clear. This verification is carried out to find the truth so that validation can be achieved.



**RESULTS AND DISCUSSION**

23 Arianto (2018:83) Service quality is defined as a focus on needs and requirements, as well as on timing to meet customer expectations. Service quality has an important role in creating customer satisfaction. 4 The quality of service provided by PUPR in the Highways sector to the community uses the theory by Makarom and Laksana (2018:84), namely:

1. Productivity.
2. Clarity.
3. Certainty of time.
4. Accuracy.
5. Security.
6. Responsibility.
- 11 7. Completeness of facilities and infrastructure.
8. Ease of access.
9. Discipline.
10. Comfort.

These ten indicators are important points for assessing communication patterns in the Highways sector at the Tarakan City PUPR Service in improving road repair services in Tarakan City. The following is an explanation through a literature review that explains the theory and documentation results obtained:

**PRODUCTIVITY**

6 Purwanto (2016) states that productivity is an attitude that has the perspective that the current quality of life must be better than before. The productivity context in this research determines how the department performs in carrying out road repair tasks in response to meeting community needs. This productivity can be seen from the results of work documentation and how the services provided by PUPR Tarakan City have high quality standards because they have competent performance and are in accordance with predetermined work standards.

**CLARITY**

Clarity in this context is the emergence of information that is logical and in accordance with the specified structure. The context of clarity in this research is highlighted by how PUPR is committed to

always providing outreach to the community and also using clear communication planning so that the information conveyed can be understood well. This clarity also has a good effect on the community, because there will always be socialization regarding the evaluation of bridge repairs which is carried out periodically.

### CERTAINTY OF TIME

Prihatin et al (2022) stated that time certainty is an indicator that states that services require efficient time and problems in services can be resolved in a timely manner. The certainty of time itself has been proven from the documentation which explains how the Tarakan City PUPR Service carried out all work on time. However, there are still several obstacles that need to be corrected and studied in more depth

### ACCURACY

Rachmat & Noviyanto (2017) define accuracy as a transparent process, where information is easily accessed, where good technology and construction methods are used to ensure accuracy in construction, measurement and maintenance, and where the public and stakeholders are aware of road and bridge infrastructure services. This ensures effective communication with the interested parties involved. Based on research conducted, the Tarakan City PUPR Service achieved this accuracy indicator because the public could witness the road and bridge construction process directly.

### SECURITY

Security is a situation where all situations can be controlled and maintained well and a situation can be controlled in a better way (Amaritasari, 2015). Security provides a sense of comfort to the community. The Tarakan City PUPR Service always provides full security guarantees when providing services. This security is not only for the community, but also pays attention to security in work facilities and infrastructure. This security is carried out by checking and trying to resolve problems if there is an obstacle that must be resolved immediately. The Tarakan City PUPR Service has ensured that security is well guaranteed during outreach and services.

### RESPONSIBILITY

Responsibility is the main requirement in a service to ensure public trust in the services provided (Oktariana & Mimba, 2014). The Tarakan City PUPR Service has fulfilled its responsibilities by ensuring that facilities and infrastructure are in complete condition and not damaged as well as carrying out regular inspections of facilities and infrastructure to ensure that all service needs are safe.

### COMPLETE FACILITIES AND INFRASTRUCTURE

Completeness of infrastructure is the most important requirement in carrying out an activity such as a service. The completeness of infrastructure shows that an agency has met the standards set by Ohriah, (2014). Modern construction equipment and superior technology to facilitate the construction process, supervision and quality control, construction materials, safety equipment, transport vehicles, measurements and monitoring are also carried out carefully to serve the local community the same required standards and quality. Based on interviews, the Tarakan City PUPR Service is known to be slow in complying with facilities and infrastructure standards when carrying out road and bridge work.



## EASE OF ACCESS

Ease of access means that the services provided must have procedures and work systems that are easy for the public to understand. Ease of access must also provide flexible time for people so they don't have to wait too long (Delima & Paramita, 2019). This can be seen from the documentation that the services provided by PUPR provide various access options for road and bridge repairs, including making optimal access plans to reach the location of road and bridge repairs, taking into account geographical conditions and existing infrastructure. The PUPR Department is also working with local communities to facilitate access to repair locations without impacting traffic and community activities. Based on interviews conducted, the PUPR Service carried out its duties well and ensured that road and bridge repairs did not hinder the ease of access for local communities.

## DISCIPLINE

Discipline is the behavior of someone who voluntarily obeys all regulations and understands the responsibilities that must be carried out (Prawani, 2016). Discipline can occur if employee performance increases and they have good productivity. Discipline at the Tarakan City PUPR Service has a very positive impact on providing services, this makes the community comfortable during socialization and education.

## COMFORT

Convenience is the driving force for PUPR services in Tarakan City in creating good services. Proper layout of roads and bridges during repairs will minimize disruption, provide clear directions to road users. Keep them clean and not damage the environment. Working with the community to increase transparency and understanding of projects being implemented. Based on research, PUPR places great importance on the comfort of the community and employees, as well as paying attention to the environment so that there is no damage or complaints from the public.

## CONCLUSION

2 Based on the results of the research that has been carried out, it can be concluded that the bridge repair services carried out by the Tarakan City PUPR Service have been rated as very good. The Tarakan City PUPR Service has met all service indicators. All facilities and infrastructure owned are well maintained and all public relations staff who provide services have also carried out their work in accordance with the standards set by the Tarakan City PUPR Service.

33 The success of the service itself begins with good communication. To ensure that the public understands the work being carried out, the Tarakan City PUPR Service always holds regular outreach and education to the public to explain the progress of bridge repairs and invites the public to contribute by understanding all the aspects needed so that the bridge repairs carried out can run well. . The Tarakan City PUPR Service also always conducts evaluations to find out what supporting and inhibiting factors need to be optimized in future projects.

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