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Coordination Between the Plantation Service and the Agricultural Service in Increasing Coffee Production

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ABSTRACT

This study aims to analyze the coordination between the Plantation Office and the Agriculture Office in efforts to increase coffee production in Bebesen District, Central Aceh Regency. The method used is a qualitative approach, with data collection techniques through interviews, observations, and documentation. This research applies the coordination indicators by Hasibuan (2011:88), which include four main indicators: cooperation, communication, division of labor, and discipline. 0The research findings indicate that inter-agency coordination has been established quite effectively. In terms of cooperation, the relevant agencies have demonstrated an adequate understanding of their respective duties, supported by the educational backgrounds of agricultural officers and extension workers that align with their field of work. The communication indicator also shows positive results, as information from the agencies to farmer groups is conveyed clearly and easily understood. Regarding the division of labor, agencies perform their duties and functions according to regional regulations, and their personnel are competent in carrying out their responsibilities. Finally, in terms of discipline, agencies operate in accordance with procedures outlined in the Regent Regulation of Central Aceh, which governs the duties and functions of both the Plantation Service and the Agriculture Service. Although coordination has been well established, the agencies need to maintain and further enhance their performance, considering that coffee production has not yet reached its optimal level.

INTRODUCTION

Indonesia is known as an agrarian country whose economy depends on the agricultural sector (A. Sutrisno, 2019). With vast agricultural land and abundant natural resources, Indonesia has great potential in the production of various agricultural commodities. (Nugroho, 2018). The agricultural sector has a significant contribution to the sustainability of life, the improvement of food security, and also the sustainability of agriculture (Nugrohowati & Prathama, 2022). Indonesia is one of the countries with the largest agricultural land in Southeast Asia. In addition, more than 40% of the Indonesian workforce works in the agricultural sector, especially in rural areas (BPS, 2020). Agriculture not only serves as a source of livelihood but also holds social and cultural value in the life of Indonesian society (Tanjung, 2020). In addition, Indonesia also possesses abundant natural resources that support agriculture, such as sufficient water for irrigation and various types of soil suitable for farming (Nugroho, 2018). With these conditions, the majority of Indonesia's population, especially those living in rural areas, work as farmers or in sectors related to agriculture (Hasibuan, 2020).

One of the leading commodities in Indonesia's plantation sector is coffee. According to the Ministry of Agriculture (2021), coffee is considered a strategic commodity because it serves as a raw material for the industry, a source of foreign exchange for the country, and a source of income for farmers. The main coffee production centers in Indonesia are spread across six provinces, one of which is Aceh, which makes a significant contribution to national coffee production.

Table 1. The Production Quantity of Arabica Coffee in Central Aceh Regency

No	District	Production (Ton/Year)				
		2018	2019	2020	2021	2022
1	Kebayakan	1.769	1.833	1.847	1.883	1.977
2	Bebesen	1.315	1.422	1.430	1.455	1.467
3	Pegasing	2.877	3.128	5.097	5.101	5.168
4	Bies	621	681	688	985	737
5	Silih Nara	2.657	3.039	3.204	3.245	3.278
6	Rusip Antara	2.619	2.883	2.878	2.900	3.020
7	Linge	2.304	2.595	2.851	2.942	2.948
8	Jagong Jeget	3.999	4.306	5.133	5.319	5.540
9	Atu Lintang	5.189	5.588	2.905	2.959	3.029
10	Bintang	1.829	1.998	2.055	2.107	2.178
11	Ketol	2.194	2. 387	2.387	2.472	2.556
12	Kute Panang	1.126	1.236	1.260	1.273	1.310
13	Lut Tawar	1.247	1.360	1.365	1.390	1.397
14	Celala	1.821	2.127	2.100	2.154	2.174
Total Rounding		**31.597**	**34.609**	**35.255**	**36.060**	**37.008**

Source: Fixed Figures of Plantation Commodity Statistics Book, Aceh Tengah Regency Agriculture Office, 2022

Based on the data in Table 1, it can be seen that coffee production in Central Aceh Regency has continued to increase each year; however, this increase does not have a significant impact and is still far from the potential that exists. Based on the preliminary research conducted on Wednesday, August 2, 2023, coffee production in Central Aceh Regency is still far from the targets that have been set or from the potential that can actually be achieved. One of the factors influencing the low coffee production in Central Aceh Regency is the lack of coordination between the Plantation Office and the Agricultural Office. Coordination is an important element in achieving policy effectiveness (Robbins & Coulter, 2021). Coordination is also the process of aligning various activities within an organization to achieve efficiency and effectiveness in achieving objectives (Gulick, 1937). However, in the context of Central Aceh Regency, coordination between these two agencies still encounters various obstacles.

Differences in policy priorities between departments also become an obstacle in increasing coffee production. Poor synchronization in assistance programs and technology further exacerbates coordination problems. Koontz & O'Donnell (2012) emphasize the importance of program synchronization for policy effectiveness. In addition, the lack of evaluation of coordination effectiveness is also a major challenge in increasing coffee production. Evaluation is an important aspect in the management of public policy (Henry, 2019).

In this regard, four indicators are required. First, cooperation; effective coordination requires a unity of purpose and organization that supports collaboration between individuals and departments (Chester I. Barnard, 1938). Second, communication; good communication is key in building effective relationships between departments and ensuring that all parties are involved in the decision-making process (R.L. Daft, 2012). Third, division of labor; a good division of labor must be accompanied by coordination between sections to ensure that all activities run harmoniously and support each other (Fayol, 1949). In the four disciplines, good coordination must be balanced with strict monitoring and clear division of tasks so that all parties can contribute effectively in achieving common goals (Koontz & O'Donnell, 1972). Therefore, it is important to analyze the extent to which coordination between the two agencies has been carried out, identify the inhibiting factors, and formulate strategies that can be applied to improve the effectiveness of coordination in increasing coffee production in Bebesen District, Central Aceh Regency.

Several previous studies that serve as the basis for analyzing this research include a study conducted by Rahmadani et al., (2020). The results obtained showed that the coordination carried out was not yet optimal. This was caused by several inhibiting factors, one of which was the bureaucratic aspect within the government, where rotation or transfer of positions frequently occurs. The second study was conducted by (Apriliana et al., 2021). The results of the study found that communication between the village government and farmer groups ran effectively without any sectoral ego interests. This allowed for good coordination in supporting various farmer empowerment processes. The awareness of the village government and farmer groups about the importance of coordination plays a significant role in optimizing empowerment efforts. The three studies conducted by Alamsyah (2019). It was found that strengthening coordination between these two agencies can improve coffee production results, especially through training programs and more efficient technology distribution to coffee farmers in Aceh. The fourth study by Purnama & Sulaiman (2020). It was found that suboptimal coordination affects the slow distribution of assistance to coffee farmers, which could potentially hinder the increase in coffee production in the area. The fifth study was conducted by Hidayat (2015). The results of the study found that there were several obstacles in terms of program supervision and evaluation that affected the effectiveness of the policies implemented. Hidayat recommended that these two agencies increase supervision over policy implementation to maximize coffee production outcomes. The sixth study by Halim (2019) emphasized that synergy between the Agriculture Service and Plantation Service in Aceh can optimize the improvement of coffee quality. This study shows that programs involving technical training as well as direct assistance distribution to coffee farmers can significantly increase coffee production if carried out in a coordinated manner.

The main difference between this research and previous studies lies in the institutions involved in the coordination process. Previous studies involved various agencies, including village governments, in carrying out coordination. Meanwhile, this research specifically focuses on the coordination carried out between the Agricultural Service and the Plantation Service. Considering the background that has been explained, the researcher has determined the title of the study as Coordination between the Plantation Service and the Agricultural Service in Increasing Coffee Production in Bebesen Subdistrict, Central Aceh Regency.

RESEARCH METHODS

This study uses a qualitative method with a descriptive approach. According to Sugiyono (2021), the main purpose of qualitative research is to understand and explore the main phenomena in the object being studied, so that in-depth insights can be obtained and unique aspects can be discovered. This approach is chosen because it allows the research to describe phenomena in detail and systematically without directly intervening in the research subjects. This research was conducted in Bebesen District, Central Aceh Regency. Several techniques used in data collection include observation, interviews, and documentation. Data collection techniques are a very strategic stage in research, because the main purpose of research is to obtain valid and relevant data. (Sugiyono, 2021). Purposive sampling and snowball sampling techniques were used in this study to determine informants effectively and in accordance with the research objectives. The list of informants in this study includes the head of the plantation service, the head of the seed, production, and protection sections, the head of the agricultural service, the head of infrastructure and extension sections, the chairman of BPP Bebesan, and the chairman of the Farmers' Group. In this study, the data analysis techniques used include three main stages, namely data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

Coffee production in Bebesen District, Central Aceh Regency still faces various obstacles that require further attention. This is due to the non-optimal level of coffee production in the area. Various factors influence the production and productivity of coffee plants, including the type or variety of seeds used, the available land area, and the use of production facilities such as fertilizers. In addition, aspects of maintenance and care, such as the use of pesticides to control pests, also play a role in determining harvest yields. To address these problems, an active role from the local government is needed in increasing coffee production, espe-

cially through coordination among relevant agencies. This coordination functions as an effort to align the activities conducted by employees and various institutions so that they can run synergistically. The coordination process is not an effort carried out momentarily, but rather a continuous process, both among employees and between government agencies.

In analyzing the collaboration between the Plantation Office and the Agriculture Office in increasing coffee production, this study uses the theory of Malayu Hasibuan (2011:88) which states four main indicators, namely: 1) Cooperation, 2) Communication, 3) Division of work, and 4) Discipline. These four indicators become the main dimensions in the research that discusses the coordination between the two agencies in efforts to increase coffee production in Bebesen District, Central Aceh Regency.

Cooperation

Cooperation is an activity within a group aimed at completing tasks together (Robert L. Clistrap in Roestiyah, 2008). In this context, interaction among group members occurs actively, with the same goal to be achieved collectively. Essentially, coordination requires the awareness of each member of an organization or work unit to adapt themselves and their tasks with other members or units. This is intended so that each part of the organization does not operate independently, but works harmoniously. Therefore, the concept of cooperation becomes the core of effective coordination.

The agencies involved are the Plantation Service and the Agriculture Service of Central Aceh Regency, and there is also the BPP under the Agriculture Service that interacts directly with farmers. The cooperation carried out by the plantation and agriculture services has been done by dividing tasks based on the respective duties and functions of each service. The duties and functions of the Plantation Service are based on the Regulation of the Regent of Central Aceh Number 76 of 2020, where in increasing coffee production, the plantation service has authority in the fields of Human Resources Facilities and Infrastructure, Seedling, Production, Protection, and Processing and Marketing Investment. Meanwhile, the duties and functions of the Agriculture Service are based on the Regulation of the Regent of Central Aceh Number 77 of 2020, where in increasing coffee production, the Agriculture Service has authority in the fields of Infrastructure, Facilities, and Extension. In the implementation of these main duties and functions, the most important thing is that each relevant agency needs to understand the tasks and functions that have been established in each agency so that the implementation runs smoothly and can achieve its objectives.

Based on the results of interviews and observations using the cooperation indicators in the coordination between the Plantation Office and the Agriculture Office in increasing coffee production, in the implementation of activities, the parties involved already understand the tasks carried out by each agency. This is also supported by an adequate educational background in relation to the positions of each official. In the scheduling of activities, arrangements have also been made, including both routine and non-routine activities.

Table 2. Number of Agricultural Extension Workers Based on Education

Category	Number of Agricultural Extension Workers
Bachelor's Degree	137 People
Diploma 3	3 People
High School	58 People

Source: Extension Section of the Department of Agriculture, 2024

Meanwhile, as can be seen from Table 2, looking at the number of agricultural extension workers in terms of their educational level, the majority of agricultural extension workers have a Bachelor's degree (S1), totaling 137 people. With this number, certainly the extension is carried out in a proper manner, because considering their educational background, the extension workers are certainly very knowledgeable. Meanwhile, extension workers with a Diploma (D3) education amount to only 3 (three).

The Agriculture Department and the Plantation Department of Central Aceh Regency have undertaken various collaborative efforts to increase coffee production, implemented through various daily and monthly activities. Several measures that have been taken include: (1) Coffee Plant Pruning: Routine pruning is conducted to maintain plant health and enhance productivity. In 2021, the Agriculture and Plantation Departments of Aceh launched the Mass Pruning Movement (Germas) for Gayo Arabica Coffee in Bies District, involving 200 farmers. This pruning aims to facilitate maintenance, improve air circulation, and prevent pests and diseases. As a result, coffee production can increase by up to 2-3 times after pruning (kba.one); (2) Plant Renewal and Rehabilitation: Efforts to renew and rehabilitate old or damaged plants are carried out to increase productivity. In 2016, the coffee plantation area in Central Aceh reached 48,701 hectares, with 5,203 hectares of it being old and damaged plants. Through rejuvenation, it is hoped that coffee production can reach its maximum potential of up to 1.5 tons per hectare (antaranews.com); (3) Formation of the Pruning Brigade: The Agriculture Department formed coffee pruning teams in several sub-districts to help farmers perform proper pruning. By 2018, this brigade had been established in six sub-districts, including Bies, Atu Lintang, Jagong Jeget, Kute Panang, Pegasing, and Bintang (aceh.antaranews.com); (4) Socialization of Organic Coffee Cultivation: The government provided training to farmers on organic coffee cultivation to maintain the quality and market value of coffee. In 2019, the Aceh Agriculture and Plantation Department equipped 600 Gayo Arabica coffee farmers in Central Aceh with knowledge about organic coffee cultivation. (antaranews.com); (5) Distribution of Seedling and Fertilizer Assistance: In 2024, the Medan Plantation Seedling and Plant Protection Center (BBPPTP), in collaboration with the Central Aceh Plantation Service, distributed 200,000 coffee seedlings and 80 tons of organic fertilizer to 30 farmer groups in Central Aceh. This assistance aims to support plant rejuvenation and increase productivity (mediaaceh.co.id).

Figure 1. Preparation of the Agricultural Extension Center Program

Through the implementation of these various programs, the Agriculture Office and the Plantation Office of Central Aceh Regency successfully increased coffee production from 774 kilograms per hectare in 2017 to 800 kilograms per hectare in 2018 (aceh.antaranews.com). This increase in production has had a positive impact on the welfare of farmers, who experienced significant changes due to the maximum coordination and collaboration between the two offices.

Communication

Communication is an element that cannot be separated from the coordination process. Communication is the process of conveying ideas, concepts, or information from one individual to another (Krisnandi et al., 2019). Communication can be carried out orally or in writing, with the aim of facilitating the delivery of messages from the communicator to the communicant so that mutual understanding is achieved. In the organizational context, communication becomes a key factor in the success of coordination, because good coordination cannot be realized without effective communication. In efforts to increase coffee production in the Bebesen District, Central Aceh Regency, communication is carried out through the exchange of information among stakeholders involved in the production process. Based on field findings, the communication involved the Plantation Office, the Agriculture Office, and the Agricultural Extension Center (BPP). Through good communication among these parties, coordination in increasing coffee production can run more optimally.

The first sub-indicator is the presence or absence of information. Information can be in the form of data sets, images, or other things that can be communicated and received by the recipient. In conducting coordination activities, it is necessary to have information to carry out activities so that these activities are not misinterpreted or result in misunderstandings between stakeholders. In this case, the interview results indicated that for sharing information, communication is usually conducted via telephone, where information from the Plantation Service is conveyed directly to the BPP, thereby saving a lot of time.

The second sub-indicator is the flow of information, which aims to observe the delivery of information from the Plantation Office to farmer groups, and from the Agriculture Office to the BPP and subsequently to the farmer groups. Based on the interview results, it was found that regarding the flow of information, the Plantation Office communicates directly with the BPP about the assistance that will later be provided to the farmer groups. The available assistance is not given to all farmer groups due to its limited quantity. Considering that the number of farmer groups in Central Aceh Regency amounts to 1,635 groups, it will certainly be difficult to meet the needs of all farmer groups. The assistance that will be provided later will be adjusted according to the farmer groups most in need. The results of the observation of the sub-indicator of communication flow indicate that communication in this forum is conducted through several stages. First, routine meetings involving all members of the farmer group at certain times. These meetings are held at agreed-upon locations, such as the group's secretariat or the house of one of the members, and include various group activities. Second, group discussions, which are meetings of several members outside of the routine meetings.

Third, training activities aimed at improving the knowledge of the members of the farmer group. This training is conducted practically, such as coffee plant pruning training carried out in the garden owned by one of the farmer group members. This pruning aims to increase sunlight penetration and facilitate airflow around the plants, which ultimately can stimulate flowering and ease the pollination process.

Based on the results of interviews and observations, it can be concluded that good communication has been established between the agency and the farmers' group. The communication conveyed consists of presenting material using an infocus media during meetings with the farmers' group, while for announcing these meetings, it can be done via mobile phone either by calling directly or by sending a message, and it can also be carried out in a more formal manner using letters. The communication flow observed is that the agency conveys information directly to the BPP, while the BPP relays the information through regular meetings, then conducts group discussions, and eventually reaches field practice carried out by the farmers' group.

Picture 2. Field Training Activities by the Agricultural Extension Center

Division of Labor

The progress of an organization can be achieved through a clear and systematic division of labor. Every party involved in the organization needs to understand the objectives as well as their roles within the agreed work structure. This division of labor aims to increase efficiency in carrying out tasks and responsibilities, so that the organization can be more effective in achieving its goals. Division of labor in an organization includes specific task details so that each member or unit within the organization can carry out their responsibilities optimally. Based on the interview results, it was found that the division of tasks in increasing coffee production has been well-designed and structured. This can be proven by the existence of official guidelines in the form of the Regent of Central Aceh Regulation which formally regulates the duties and functions of each agency. With this regulation in place, each agency has a clear understanding of its roles and responsibilities in the effort to increase coffee production.

Theoretically, the main goal of an organization is to achieve collective targets that are difficult to accomplish individually. Cooperation between two or more individuals who are well-coordinated will result in greater achievements compared to working alone. In an organization, the fundamental principle that serves as the foundation of its success is the division of labor. This principle emphasizes that the success of an organization largely depends on the effectiveness of task distribution among its members. With a good division of labor, it is expected that each individual in the organization can focus on their respective responsibilities, thereby enabling the organization's goals to be achieved more optimally.

The division of tasks among stakeholders involved in increasing coffee production involves the Plantation Agency and the Agricultural Agency based on the Aceh Tengah

Regent Regulation. Thus, efforts to increase production are carried out according to the duties and functions of each agency. This is crucial to prevent overlapping responsibilities in increasing coffee production in the future. Nevertheless, in this cooperation, there is no determination of additional duties through an Official Decree (SK); it is only based on the respective duties of each agency.

Division of labor is a written document that outlines tasks and responsibilities, work conditions, work relationships, as well as other aspects of a position within an organization. The main purpose of the division of labor is to ensure that each individual works according to the tasks that have been assigned, so that organizational activities can run effectively and efficiently. In the coordination process to increase coffee production in Bebesen District, Central Aceh Regency, the division of labor becomes a crucial element to prevent overlapping tasks or misunderstandings among the parties involved. As previously explained, the division of labor in efforts to increase coffee production has been carried out based on the Regulation of the Regent of Central Aceh. However, this division of tasks has not yet been supported by an official Decree (SK) that regulates more specifically the roles and responsibilities of each party. The absence of an SK may result in a lack of clarity in the implementation of tasks in the field. Therefore, efforts are needed to develop more structured regulations so that each involved stakeholder has a clear legal basis in carrying out their duties. In this way, coordination in increasing coffee production can run more effectively, as well as minimize the potential for miscommunication or misunderstandings in program implementation.

Based on the results of interviews and field observations, it can be concluded that coordination between the Plantation Office and the Agriculture Office in increasing coffee production in Bebesen District, Central Aceh Regency has been running well. The division of labor has been carried out according to the duties and functions of each agency, where both offices have different roles but aim for the same goal of increasing coffee production. In addition, the results of the observations also show that the officials on duty have adequate ability in providing extension services to farmer groups. This is an important factor in supporting the increase of farmers' productivity through more effective knowledge transfer and agricultural innovations.

Picture 3. Training Activity Practices by Extension Workers

Discipline

Discipline is the behavior of an individual in obeying applicable regulations in order to achieve the desired results. In an organization, discipline plays a crucial role because with discipline, employees can perform their duties optimally. According to Soegeng Prijodarminto in (Sutrisno, 2013), discipline is a condition formed through a series of behaviors that reflect the values of obedience, compliance, loyalty, orderliness, tranquility, and order. For an organization, work discipline ensures the smooth execution of tasks and creates an orderly work environment, thereby increasing productivity. Meanwhile, for employees, discipline creates a comfortable work atmosphere and enhances the spirit in carrying out their duties.

The first sub-indicator is working according to procedures. In an organization, procedures or Standard Operating Procedures (SOPs) are needed in work; procedures or SOPs serve as a reference in carrying out a job so that the vision and mission of an organization can be realized and implemented. Based on the results of interviews, it was found that the Agriculture Office has carried out its duties and functions in providing counseling to farmers. This is in line with research conducted by Jalil et al. (2022), which shows that the presence of agricultural extension workers in Central Aceh Regency plays a crucial role in increasing agricultural productivity. Agricultural extension workers play a role in providing guidance, insights, encouragement, and knowledge to farmer groups regarding effective agricultural concepts.

Based on the results of observations in carrying out their duties, the officials behave politely and uphold the local wisdom of their working area. Extension workers, when providing counseling, need to be friendly and polite to the farmer groups. This is because extension workers are very important for creating effective communication and building good relationships with farmer groups. In addition, extension workers must also respect the views and culture of the farmer groups. Based on findings in the field, the extension workers have already behaved politely, courteously, and upheld local wisdom. This is based on several farmers who were interviewed; they seemed happy when counseling was to be conducted, and even the group leader was willing to have their house used as a place for counseling meetings. Looking at the location conditions, residents' settlements are close to coffee plantations, which also makes it easier for the extension workers if they want to directly conduct field practice, namely in the coffee plantations owned by the members.

The second sub-indicator of concern is punctuality at work. In an organization, punctuality is a crucial factor in completing tasks effectively and efficiently. Completing tasks on time not only increases work productivity but also trains employees in discipline in carrying out their responsibilities. Time discipline at work ensures that each stage of activities can proceed as planned, thereby making coordination between institutions more optimal in supporting the increase of coffee production in Bebesen District, Central Aceh Regency. Based on interviews, it is known that the extension workers have shown discipline in conducting counseling for farmer groups. However, an increase in coffee production cannot be achieved in a short period, but requires an ongoing process. Production data shows that coffee production in Bebesen District continues to increase every year. Nevertheless, this increase does not occur in significant amounts each year, but happens gradually. This indicates that efforts to increase production require a more effective and sustainable strategy so that the results achieved can be more optimal.

Gayo coffee is one of Indonesia's premium coffees, sought after in the international market due to its distinctive aroma and taste. This coffee is mostly exported to the United States and the Netherlands, even reaching the Middle East and Turkey. During the January–June 2024 period, the export value of coffee increased by 10.79%. Several countries recorded significant growth in imports of Indonesian coffee,

with Thailand as the main destination (rising by USD 26.75 million), followed by the Philippines (rising by USD 10.88 million), Malaysia (rising by USD 9.02 million), the United Arab Emirates (rising by USD 6.38 million), and Armenia (rising by USD 4.53 million) (CNN Indonesia, 2024). This positive trend indicates that global demand for Indonesian coffee, especially Gayo coffee, continues to increase alongside maintained quality and effective marketing strategies.

According to the results of interviews on the discipline indicators and from the researcher's analysis as well as observations made by the author in the field, it can be concluded that in carrying out the coordination activities of the plantation and agricultural offices in increasing production, the involved agencies can be said to be disciplined. This can be seen from the division of tasks that has been carried out by each agency being implemented properly. However, there are some factors that become obstacles in increasing production, causing delays or the implementation not to align with the predetermined time.

CONCLUSION

Based on the results of research and data analysis, it can be concluded that the indicators of cooperation in increasing coffee production are quite good. The relevant agencies understand their respective duties, supported by the educational background of the apparatus and agricultural extension officers that aligns with their field of work. Furthermore, communication between agencies in efforts to increase coffee production is also running well. The communication flow applied is quite effective, starting from regular meetings, group meetings, to field practices that help improve farmers' understanding and skills in coffee cultivation. Additionally, the division of labor is based on the regent's regulation that regulates the duties and functions of each relevant agency. Moreover, the capability of the apparatus in carrying out their tasks is adequate, so policy implementation can run effectively. Finally, the discipline indicator shows that the relevant agencies have worked according to established procedures, referring to the regent regulations of Central Aceh Regency regarding the duties and functions of the Plantation Service and the Agriculture Service. The attitude and behavior of the apparatus in carrying out their duties have also complied with the established standards. In addition, the timeliness in completing work has been quite good, as seen from the implementation of the previously planned work schedule.

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