

Received: 11 June 2023 Accepted: 12 August 2023

DOI: <https://doi.org/10.47059/rr.v8i4.43>

Application of the Principles of Good Governance in Spatial Utilization in Majalengka Regency

Agus Tamim^{1*}, Soleh Suryadi², Didi Turmudzi³

Abstract

The purpose of this study was to study and analyze the implementation and factors that led to the ineffective use of spatial planning, as well as an effective strategy for implementing the principles of good governance in spatial utilization in the Majalengka Regency. The research method uses descriptive analysis with a qualitative research approach. Data collection techniques were carried out through interviews, literature studies, and observation. Then the data analysis technique was used with data triangulation techniques and SWOT analysis. The results of the study explain that the implementation of spatial planning utilization in Majalengka Regency on the principles of effectiveness and accountability can be said to be not maximized, more concrete efforts are still needed related to the availability of resources, budget, supervision, and involvement of the private sector; while the principles of justice, transparency, participation, rule of law have been well implemented. Obstacle factors in the use of spatial planning in Majalengka Regency are limited human resources and weak budget support, lack of coordination between Regional Apparatus Organizations (OPD) so that sectoral ego attitudes emerge, weak commitment between stakeholders, social conditions in society that are still paternalism and apathy; as well as the dynamics of policies or regulations that often change and make it difficult for the regions to adapt or understand new regulations in a short time, especially in Majalengka Regency. An effective strategy for implementing the principles of good governance in spatial utilization through a growth-oriented strategy by increasing coordination, monitoring, and focused socialization supported by commitment as an important aspect in efforts to increase synergy, perception, and professionalism; as well as the continuity of all parties in the implementation of harmonious, balanced and sustainable and quality utilization of spatial planning in Majalengka Regency.

Keywords: Strategy, Good Governance, Spatial Utilization, Majalengka Regency.

Introduction

As a unitary state, the Republic of Indonesia adheres to the principle of decentralization in governing by providing the regions with opportunities and latitude to exercise regional autonomy. The regional autonomy policy has led to a paradigm shift from a centralized government system to a decentralized government system, specifically by providing the regions

¹Universitas Pasundan, Bandung, Indonesia, E-mail: atim.iphone66@gmail.com

²Universitas Pasundan, Bandung, Indonesia

³Universitas Pasundan, Bandung, Indonesia

with the flexibility to realize broad and responsible autonomous regions in order to regulate and manage the interests of the local community in accordance with the conditions and potential of the region (Paribatra, 2022). The granting of autonomy to the regions is aimed at increasing the effectiveness and effectiveness of the administration of regional government, especially in the implementation of development and service to the community and increasing the fostering of political unity and national unity (Talitha et al., 2020).

On the other hand, regional autonomy is also a challenge for local governments in reducing dependence on the central government and also in accelerating the improvement of people's welfare. The division of authority between the regions and the center is clear when the essence contained in Law Number 23 of 2014 concerning Regional Government states that: "Regional Governments are allowed to manage their households following the delegation of authority from the central government to regional governments which, among other things, regulate regional authority which has implications for changes related to changes in development from centralization to decentralization". This system lays the foundation for development by giving authority to regional governments to develop the potential of each region (Ramírez de la Cruz et al., 2020).

The regional autonomy policy aims to increase the capacity of regional administrations to provide more effective and efficient services to the community. It is anticipated that the proximity of government organizations at the regional level will make them more receptive to the needs and desires of the populace regarding required services. Therefore, it is anticipated that input will be obtained within the framework of development planning so that there are no gaps between the development plans carried out by the government and the needs of the community (Ha & Kumar, 2021). Then the implementation of an accountability system that is precise, clear, and real so that the administration of government can take place in an efficient, effective, and responsible manner. Development planning cannot be separated from strategic issues and problems, especially regarding the implementation of spatial use prepared by the local government based on community aspirations and focusing on conditions, regional potential, financial capacity, and regulatory framework support so that it can be implemented (Demirkan et al., 2020).

Spatial utilization can be carried out by managing development activities from the perspective of efforts to maintain a balance of sustainability, availability, and use of natural resources while maintaining function, carrying capacity, and comfort in present life without reducing opportunities for future development. Utilization of spatial planning aims to create regional space that meets development needs while always having an environmental perspective, efficient in investment allocation patterns that are synergistic, and can be used as a reference in preparing development programs to achieve community welfare (Surya et al., 2020). The authority to manage spatial planning and utilization is contained in Law Number 26 of 2007 concerning Spatial Planning, that: "The territory of the Unitary State of the Republic of

Indonesia as a unitary container which includes land, sea and air space, including space inside the earth as well as natural resources". In this context, natural resources, human resources, regional infrastructure, and business activities are elements for forming regional space and at the same time elements for a more equitable and just national economic development (Hammar et al., 2021).

Frequently, developments in a region are constructed without adhering to spatial plans, so they do not account for the carrying capacity of the environment or the vulnerability of the region. Development plans that were originally expected in the long term could encourage economic growth in a region or region, but many were not achieved due to the lack of support from natural resources and environmental carrying capacity for the realization of regional development activities (Liu & Zhou, 2021). Spatial planning aims to create regional space that meets development needs while always having an environmental perspective, efficient in the pattern of investment allocation that is synergistic and can be used as a reference in preparing development programs to achieve community welfare (Ramirez Lopez & Grijalba Castro, 2020).

Majalengka Regency is one of the areas in West Java that currently has several strategic projects such as the West Java International Airport (BIJB) in Kertajati District, part of the Patimban Port Development; and several toll roads, developing industrial estates with existing potential in the fields of human resources, natural resources, and other resources they have. This makes Majalengka much more attractive to investors. However, in reality, the implementation of the Detailed Spatial Plan (RDTR) has not been fully effective (Naipospos et al., 2020). Some problems are still a challenge, for example, the lack of outreach, development gaps between regions, uneven infrastructure support, RT/RW performance in spatial utilization that is not yet optimal, areas that are lagging in development, land conversion, clutter, slums, and limited open space. In other words, the existing RT/RW are less able to make a maximum contribution to the welfare of the community, especially to the regional government of Majalengka Regency to attract outside investment (Al-Zu'bi et al., 2022).

The implementation of good governance is the most important precondition for accomplishing the nation's and state's goals and ideals and realizing the people's aspirations. In the era of globalization, the formulation and implementation of democratic state policies are predicated on the administration of good governance. The phenomenon of democracy is characterized by the strengthening of public control over the administration of government, whereas the phenomenon of globalization is characterized by interdependence between nations, particularly with regard to the management of economic resources and business world activities (Lau, 2021). The application of the principles of good governance in Majalengka Regency in the utilization of spatial planning is faced with various obstacles such as there are still many practices of administering government bureaucracy that are not optimal by individual government officials and the behavior of state administrators in the regions (both government

administrators and legislatures); which are often inconsistent with ethical values (government ethics) in carrying out their duties and roles as a government. Because of this, people's evaluation generally identifies bureaucracy as a convoluted, convoluted, long-term process, which results in complaints that bureaucracy is very unfair and inefficient. Arrogant mental attitudes and low work ethic among bureaucrats are often a source of problems in improving public quality (Sururi et al., 2022).

In order to address the various problems in the use of spatial planning in the context of good governance principles that have not been maximized in Majalengka Regency, an active role is required, particularly for the Regional Government and all stakeholders to become more effective, and a more complex strategy must be implemented. It is not without reason that Majalengka Regency does have various other promising sectors as regional development efforts, as well as being a catalyst in gradually increasing the development of other sectors (Sharifi & Khavarian-Garmsir, 2020). By looking at the initial allegations that occurred to anticipate this, efforts in realizing good governance properly and correctly to prepare employees who have integrity and are capable, so that they can develop and carry out their duties as well as possible to achieve good work results as well (Cashore et al., 2021).

It is necessary to formulate a spatial utilization form that follows the rules based on an evaluation of the implementation of the principles of good governance in monitoring spatial planning so far. Departing from the phenomena and explanations above, this study aims to study and analyze spatial use in Majalengka Regency, the factors causing the ineffective use of space in Majalengka Regency, and the strategy for applying the principles of good governance in the effective use of spatial planning in Majalengka Regency.

Literature Review

Public Administration

Public administration is reflected in individual actions following the roles and positions that are implemented through laws and regulations issued by state institutions, both the legislature, the executive, and the legislation. This follows Pfiffner's opinion which states that: "In sum, public administration is a process concerned with carrying out public policy, encompassing innumerable skills and techniques of large numbers of people". The opinion is globally that public administration is a process concerned with government policies, driving skills, and techniques that are countless, giving direction and purpose to the efforts of several people (Onyango, 2020). Public administration is also part of administrative science which is closely related to state activity, power, and politics. This is following the opinion of Presthus and Pfiffner stating: "Public administration involves the implementation of public policy which has been determined by representative political bodies", that public administration includes the implementation of government policies that have been implemented by political representative bodies (Chater & Loewenstein, 2022). Public administration is highly influential, not only at the

level of policy formulation but also at the level of policy implementation, because its function is to achieve program objectives that have been determined by the political policymakers of a country. The role of public administration in realizing political policies is a process in policy formulation as Nigro and Nigro argue, namely "Public administration has an important role formulating public policy and thus a part of the political process" (Mergel et al., 2021). Public administration is the science of designing and implementing public policies. The scale and complexity of government affairs are increasing, the assumption of civil service is a large setting in policy-making, and the role of policy implementers is to complement the habits designed through their choices. Subsequent developments of scholars in the science of public administration develop various perspectives (Peters et al., 2022). Private administration has a goal to get the maximum benefit in financial terms. So the administration of the state or public as a whole includes its elements and dynamics, namely as a system and procedure for rational and humane cooperation carried out by administrators, namely the government in achieving public goals, following the roles, functions, and responsibilities of each position of interest in the life of the state. In providing services to the community, the government cannot work individually but also requires the private sector to be able to support the implementation required by the community (Wu et al., 2023).

Regional Development Management

Development is an attempt to improve to better conditions for a society to move towards progress. The progress of a community can be seen from the development results that have been carried out by the community. Physical development cannot be used as a guarantee that society is advanced, and vice versa, the progress of a society cannot only be seen from the behavior of its people. Integrated development from various fields will be more profitable than development carried out sectorally (Padilla-Rivera et al., 2020). The purpose of implementing development is to increase national income while ensuring an equal distribution of income for all people, in accordance with a sense of fairness and the principles of social justice. Regional development is a process through which local governments and their communities manage existing resources and establish a pattern of partnership with the private sector in order to create new jobs and stimulate economic development (economic growth) in the region (Di Martino & Prilleltensky, 2020). Katz defines development management as "a shift from a condition that is one towards a condition that is seen as better and more valuable". In addition, development is a multidimensional process that entails various fundamental changes to social structure, societal attitudes, and national institutions, while pursuing accelerated economic growth, addressing income inequality, and alleviating poverty (Hanelt et al., 2021). Development is a broadly participatory process of social change in a society that aims to attain social and material progress (including increased equity, freedom, and other prized qualities) for the majority of the population through increased environmental control. Fundamentally, development must reflect a total change in a society or an adjustment of the social system as a whole, without ignoring the diversity of fundamental needs and desires of individuals and social groups within it, in order to advance toward a better material and spiritual condition (Gómez-

Zermeño, 2020). In its implementation, development that is oriented toward human development necessitates direct community involvement (participation in development). Because only with the participation of the community receiving the program will development results reflect the aspirations and requirements of the community itself. With this suitability, the outcomes of development will provide the greatest benefits for meeting community requirements. Participation of the program beneficiary community is therefore one indicator of the viability of development (Morawska-Jancelewicz, 2022).

Good Governance

Governance is defined as the mechanisms, practices, and procedures by which government and citizens manage resources and solve public issues. The government is only one of the actors in the concept of governance and is not always the determining actor. The implications of the government's function as a developer as well as a provider of services and infrastructure will transform into a driving force for the creation of an environment that can facilitate the participation of other community members. Governance necessitates a redefinition of the state's role, which necessitates a redefinition of the citizens' role. There are increased demands on citizens, among others, to monitor the government's own accountability (Tan et al., 2022).

The implementation of good governance is the solid and responsible management of development in accordance with the principles of democracy and an efficient market, avoiding the misallocation of investment funds and preventing political and administrative corruption, maintaining budgetary discipline, and establishing a legal and political framework for the expansion of business activities. Regional bureaucracy has been deemed incompetent up to this point (Albassam, 2019). Under these conditions, the capacity of municipal governments to implement decentralization is always in question. Additionally, they must reform themselves from a corrupt government to a clean and transparent government. Along with the reform of the political system towards a more democratic direction, the idea of "good governance" has also developed. In general, good governance means clean government, or clean government, and often leads to a clean and authoritative government (Kessy, 2020). This is following Mustafa's opinion which states that "Good governance is a solid and responsible management of development that is in line with the principles of democracy and an efficient market, avoiding the wrong allocation of investment funds, and preventing corruption. Both politically and administratively, carry out budgetary discipline and create a legal and political framework for the growth of business activities" (Kamal & Batool, 2021). Good organizational governance can be observed within the context of the organization's internal or external mechanisms. Internal mechanisms are significantly more concerned with how the leadership of an organization regulates its operation in an effective, efficient, and cost-effective manner. External mechanisms prioritize the harmonious operation of the organization's interactions with external parties over the achievement of organizational objectives (Shaikh & Randhawa, 2022). Thus, governance is the use of economic, political, and administrative authority to manage the state's affairs at all levels. Governance encompasses all mechanisms, processes, and institutions by which citizens and community organizations can express their interests, exercise

their legal rights, fulfill their obligations, and reconcile existing differences. A strong and participatory civil society, transparency, predictable policymaking, a responsible executive, a professional bureaucracy, and the rule of law are the characteristics of effective governance (Musaev et al., 2020).

Spatial Utilization

One of the national developments that has an important position in national development is the development of spatial planning and the environment. This is because aspects of spatial planning and the environment are related to almost all activities in human life. The implementation of development is always linked to the interests of preserving environmental functions and spatial development. The growth and development of the region in the future will continue to change (Schindler & Kanai, 2021). The dynamics of development occur very swiftly, necessitating that the government take proactive measures in anticipation of the changes occurring and the consequences that will follow. There will be an increase in diverse social and economic activities, as well as utilities and supporting facilities, as a result of the development of this area. Obviously, this will contribute to spatial planning activities, particularly the spatial planning aspect, in order to anticipate all forms of this development trend (Lidskog et al., 2020). Space is a container comprising land space, ocean space, and air space as a unified area where humans and other living things reside, carry out activities, and maintain their survival. There are three environmental components in space, including biotic, abiotic, and cultural components. In space, these three components interact, integrate, and are interdependent at all times. Therefore, in order not to reduce the function of the three components, it is necessary to manage them (Alekseev et al., 2021). Spatial planning is a structural structure and pattern of planned or unplanned spatial use. While spatial planning is the process of spatial planning, spatial utilization, and control over the use of space, spatial planning is the product. The spatial planning process is a series of activity stages starting from the collection of supporting data, and data processing to the determination of spatial allotment zones. Space utilization is carried out in the use of space must be following its designation (Schrotter & Hürzeler, 2020). To realize space as a public benefit via a social contract system, sovereignty is delegated to the state, which in practice is exercised by the government through the implementation of spatial planning through spatial planning regulation, guidance, implementation, and supervision activities (Burnyeat & Sheild Johansson, 2022). The role of spatial utilization is needed to create balanced and sustainable conditions between needs and availability covering all aspects of people's lives towards the goals to be achieved. Planning has the meaning of realizing better conditions in the future by taking into account the trends and dynamics of developments that existed in the past and present. In planning some elements need to be considered which include elements of desires and ideals; elements of purpose and motivation; elements of resources (natural, human, capital, and information) elements of efficiency and efficiency efforts; and elements of space and time (Javed et al., 2022). In this regard, the role of spatial planning which is essentially intended to achieve optimal resource utilization by avoiding conflicts over resource use as much as possible, can prevent

environmental damage and promote harmony. It is within the scope of spatial planning that land use and allocation become an integral part of the concept of space in development, either as a result or as a result of development or as a desired direction or development plan. Spatial planning with an emphasis on "planning" is the spatial arrangement of an area/region (area) to create requirements that are economically, socio-culturally, and politically beneficial, as well as beneficial for the development of the people of that region (Liu & Zhou, 2021).

Method

The employed research method is a case study, which is part of a qualitative approach that seeks to investigate a specific case in greater depth through the accumulation of diverse data sources. The use of this approach is anticipated to capture the complexity of occurrences. This form of case study is designed to investigate a topic in depth. This relates to the application of the principles of good governance to the utilization of spatial planning in Majalengka Regency. Using a case study approach, a research process can be conducted that unearths research problems that adapt to real circumstances or conditions and reveals facts in accordance with ongoing social circumstances or situations. The data collection process was carried out through literature studies, interviews, and observations. Information and findings obtained through literature study, in-depth interviews, and observations were used as material for conducting FGDs. In this study, FGDs were conducted to support data from previous interviews. The context of this FGD research was used to compare information from several informants. This effort is commonly known as the triangulation method. The data analysis technique in this study is a qualitative descriptive analysis technique using the Milles & Huberman (2014) analysis model with the steps: data collection, data reduction, data display, and conclusion drawing/verification. This step is carried out to verify the data obtained to find meaning, record pattern regularity, and causal relationships that may be used as a very loose conclusion that remains open, and conclude in a final way.

Result and Discussion

Obstacle Factors in Spatial Utilization in Majalengka Regency

Good governance is reflected in the performance of a government that is effective, efficient, honest, fair, transparent, and responsible. The implementation of the principles of good governance requires a pattern of behavior that must be obeyed by actors in social interactions involving state institutions as well as civil society institutions. The process of implementing spatial utilization requires a dynamic and sustainable process towards a higher value order by making adjustments and corrections based on the results of monitoring and evaluation as well as feedback on previous plans, which are the foundation of policy and must be developed as missions. The development process is not a stand-alone system but is closely related to the planning system, that development must be based on the conditions and support capacity of all

parties which will lead to an increase in people's welfare. In addition to improving the economy, the use of quality spatial planning at this time is anticipated to increase the economic activity of the community in Majalengka Regency. In general, the function of the regional government involves the provision of infrastructure, the expansion of various types of facilities, and the coordination of activities with the public and private sectors. The government has the authority to provide various infrastructures associated with the implementation of spatial planning, and the regional government is responsible for designating directions that have a great deal of diversity and regional potential throughout the Majalengka Regency. The availability of infrastructure facilities certainly has an impact on the process of implementing quality spatial planning and it is hoped that in the future, detailed planning for the availability of infrastructure facilities can be a priority for all parties involved, especially the Office of Public Works and Spatial Planning (Dinas PUTR) in the implementation of spatial utilization that is spread across Majalengka Regency. However, as mentioned above, the results of the interview were explained by the Regent of Majalengka: "So my vision is to create a Majalengka Regency that is *Raharja* (Religious, Fair, Harmonious and Prosperous). To realize vision of my mission, one of them is to realize functional justice, territorial justice, and equitable distribution of development results based on their respective potentials, one of which is by making use of quality spatial planning, the reason being that geographically we have regional wealth in various potential areas. So on that basis, I invite the whole community in general and especially the Head of the Regional Apparatus Organization (OPD), to realize the vision together which explicitly aims to improve the economy to realize the level of people's welfare in Majalengka Regency". In order to expedite the process of national and regional development, infrastructure development and accessibility play a significant role. Infrastructure also plays a significant role as one of the primary engines of economic growth. The rate of economic growth and investment for countries and regions cannot be divorced from the availability of infrastructure such as transportation, telecommunications, sanitation, and energy (Zolfaghari et al., 2020). This is what causes infrastructure improvements to be the foundation of sustainable economic development. The addition of infrastructure and its improvement by the government is expected to boost economic growth. Further explained several plans which of course need to be optimized to realize the intended vision, according to the Deputy Regent of Majalengka Regency: "To achieve this vision, of course, important factors in the implementation of spatial planning utilization, especially those that need to be considered and focused on, are related to aspects of accessibility. This is to continuously improve transportation access to areas in various regions, this is a step to seek maximum optimization of areas in the regions because so far access to transportation routes in some areas is still inadequate. Apart from that, the aspect of amenities (availability of infrastructure facilities) for all parties involved in its implementation, especially the Office of Public Works and Spatial Planning (Dinas PUTR) is done to provide more optimal services; where for now the availability of infrastructure is inadequate and finally it is necessary to optimize coordination and communication on an ongoing basis with all stakeholders (public, private and other parties) to further optimize the implementation of quality spatial utilization in Majalengka Regency". The current focus of the Regional

Government of Majalengka Regency in the context of regional development is more intensifying at stages such as improving facilities, amenities (availability of facilities and infrastructure), optimizing and intensifying the implementation of collaboration with various parties, especially the private sector in Majalengka Regency. Accessibility improvements are also intended to optimize the level of cooperation that exists. Of course, increasing accessibility is also very important to be carried out as an effort by the regional government of Majalengka Regency to develop local products that have not been utilized optimally. The direction of implementing spatial planning which refers to policies and strategies is required to be carried out in a participatory manner through input and responses from related interest groups in the form of program recommendations that are capable of realizing higher-quality spatial utilization in Majalengka Regency. However, regardless of the various problems that occur, it is hoped that the improvement of accessibility will lead to the formation of collective awareness from the community and various stakeholders so that all parties in Majalengka Regency have the same perceptions and expectations. Infrastructure improvement is used as one of the important things in development efforts. The availability of adequate infrastructure will certainly greatly assist the implementation of development goals. Infrastructure is the initial access and way for all economic activities to be carried out. Good infrastructure development will encourage economic growth. And conversely, if the infrastructure is not available properly then development and economic growth will not be able to develop. Infrastructure development should be made a development priority in Majalengka Regency to encourage development and pursue economic growth. On the basis of the allocation of public and private funds, infrastructure development is viewed as the locomotive of national and regional development. In terms of macroeconomics, the availability of infrastructure services influences the marginal productivity of private capital, whereas in terms of microeconomics, the availability of infrastructure services influences the reduction in production costs.

Of course, it is not only improving the accessibility aspect to maximize the utilization of spatial planning that needs special attention, the availability of infrastructure also needs to be further optimized. Empirical facts show that some local government OPDs do not yet have a representative place supported by adequate facilities.

Based on the results of the research and data analysis that the researchers described above, show that there are several inhibiting factors in the utilization of spatial planning in Majalengka Regency, namely:

1. Limited Human Resources (HR) and weak budget support;
2. Limited infrastructure facilities;
3. The lack of coordination and communication between Regional Apparatus Organizations (OPD) gave rise to sectoral ego attitudes and resulted in the absence of Detailed Spatial Plans (RDTR) and zoning regulations in several Districts;
4. Weak commitment among stakeholders results in a lack of sense of ownership of spatial planning and its environment;
5. The social conditions of the people are still characterized by paternalism and apathy;

6. The dynamics of policies or regulations, often change and make it difficult for actors in the regions to adapt or understand new regulations in a short time, especially in the Majalengka Regency.

Strategy for Applying Good Governance Principles in Effective Utilization of Spatial Planning in Majalengka Regency

Good governance requires the involvement of all elements in society, which can be realized immediately when the government is brought closer to those who are governed. A government that is closer to those who are governed means decentralization and regional autonomy. Governance is essentially a service to the community and is not held to serve itself, but to serve the community and create conditions that allow the community to develop their abilities and creativity to achieve common goals. The paradigm of governance has shifted from the paradigm of "rule government" to "good governance". Efforts made in overcoming the obstacles that occur in applying the principles of Good Governance in the utilization of spatial planning in Majalengka Regency are by continuing to socialize the development planning policies that have been established starting from the top level down (general public) through the existing OPD following their respective fields and also through NGOs as government control agencies. Apart from the inhibiting factors that come from the government and the community, efforts to involve the community in development planning are not easy to implement because making participatory decisions involving the community requires a long time, a lot of money, and the support of experienced human resources. Therefore, if the local government does not have a strong commitment to garner support for participation, participation activities will only be perceived as a problem, not as a solution to solving government problems. The achievement of optimal development results in the implementation of spatial utilization in the Majalengka Regency must be adjusted to local specifications and characteristics, the problems faced, and the potential in the region. Therefore, in formulating a spatial utilization strategy, efforts should be made through a study of identification activity plans taking into account the intensity of economic activity and also the availability of regional infrastructure, as well as an analysis of the hierarchy of handling facilities which are intended to optimize the utilization of local resources. Observing the various challenges and obstacles described above, it is necessary to seek a solution strategy, especially for the regional government of Majalengka Regency together with the community and also the private sector.

The strategy of implementing the principles of good governance in spatial utilization is an important instrument for the regional government of Majalengka Regency, to be able to encourage different stakeholders to understand the differences and potentials of each to achieve common goals in cooperative relations. Collaborative relationships have become an important part of implementing a strategy, this is due to the fragmentation of the new political environment, decentralization, restructuring, and organizational challenges that have changed as a result of globalization, internationalization, and privatization. This condition shows that the complexity, dynamics, and diversity of interests in society have brought about a fundamental change from the hierarchical bureaucracy to the development of a wider network. The initial

step taken by researchers to determine an effective strategy for applying the principles of good governance in spatial utilization in Majalengka Regency is to analyze internal factors and external factors through an analysis of the strengths, weaknesses, opportunities, and threats faced by the Regional Government of Majalengka Regency. The SWOT analysis model is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats. This process involves setting specific goals from policy speculation and identifying internal and external factors that support and do not achieve the expected goals. Analysis of the internal environment, carried out by detailing the strengths and weaknesses that are owned and within the reach of the local government's capacity to influence it related to the application of the principles of good governance in the implementation of spatial utilization in Majalengka Regency is identified as follows:

Table 1. Internal Strategy Factor Analysis Matrix

Internal Strategy Factors		
No	Strengths	Weakness
1	Regional Regulation No. 11 of 2011 concerning Spatial Planning for the Majalengka Regency Area	There is no regulation to determine the master plan for each region
2	Support from the Village government for the spatial utilization program	Inconsistency between planning, utilization, and control of space
3	There is hope for the government, the community, and the private sector in the utilization of spatial planning	Low promotion of regional investment potential
4	Community support and potential regional conditions in spatial use	No policy synergy supports the business climate
5	Establishment of communication with the private sector to cooperate	Part of the sub-district area has not been determined in the Detailed Spatial Planning (RD'TR) document and spatial planning consistency
6	Availability of the Regional Government budget of Majalengka Regency	Lack of socialization related to the spatial utilization program

In the analysis of the internal environment, it consists of two factors, namely opportunity and threat factors, most of these opportunities and threats are beyond the reach of the local government, or at least the ability of the local government to influence the factors of opportunities and threats is more limited and needs to be addressed in a focused and gradual manner related to the application of the principles of good governance in the implementation of spatial utilization in Majalengka Regency identified as follows:

Table 2. External Strategy Factor Analysis Matrix

External Strategy Factors		
No	Opportunities	Threats
1	The interest of outside investors is increasing in Majalengka Regency	There are frequent changes in systems and rules related to spatial planning, utilization, and control
2	The diversity of regional potentials is to be utilized as economic and industrial areas.	The rapid growth of the population of Majalengka Regency
3	The plan of the Central Government for the development of the Ciayumajakuning area	The resolution of land disputes owned by other parties has not been maximized
4	Majalengka Regency community participation	It is difficult to get information related to spatial use
5	Support from Universities	Weak regulations accelerating investment
6	The implementation of regional autonomy provides hope for carrying out development following specific and competitive regional programs and aspirations	Management of convoluted spatial use permits

Based on the SWOT analysis, the strategy for implementing the principles of good governance can be clarified in the effective utilization of spatial planning in Majalengka Regency as follows:

1. The Principle of Fairness

Spatial utilization is an activity to formulate and determine spatial benefits and their relation or relationship between various spatial benefits, based on activities that are necessary and can be carried out to meet human needs in the future. The level of spatial benefits is highly dependent on the utilization of natural resources that are available or provided optimally. Thus the use of spatial planning will produce a spatial plan to provide an overview of which space, for what activities, and when. Spatial utilization is not limited to the spatial planning process, but more than that includes the process of spatial use and control of spatial use.

The implementation of the principle of justice is that the use of spatial planning must always uphold a sense of justice so that the available regional space can be used fairly to meet the interests of the government and society in general. That means the justice that is meant here is not only seen from the framework of realizing the interests of the community alone but also seen from the feelings of justice that grow and develop in society. Therefore, the Regional Government of Majalengka Regency needs to seriously consider these two interests so that the parties feel that they are protected fairly and wisely for the people in Majalengka Regency. Therefore, the process of using spatial planning must come to the

direction and utilization of spatial structures and spatial patterns, because spatial planning is a "guidance of future actions" so that the interaction of humans and living things and their environment can run harmoniously, harmoniously, in balance to achieve prosperity and environmental sustainability and development sustainability.

2. **The Principle of Transparency**

The implementation of the principle of openness in the perspective of spatial planning utilization in Majalengka Regency is carried out openly so that it can be known by all parties, including the public in general as a form of accountability and transparency to avoid irresponsible spatial utilization activities; so that it only benefits certain parties and sacrifices the interests of society. The information conveyed must be able to be monitored and easily understood by the public. If transparency in government has been created, many good things will be obtained, for example increasing public insight and knowledge of governance, increasing public trust in government, and reducing violations of laws and regulations. In this modern era, people have the freedom to act with public information disclosure. The positive is that today's society can be active and critical in monitoring government behavior which is manifested subtly in public dialogues and demonstrations, although participation does not necessarily have to be anarchic. The community also needs to understand what attitudes can and cannot be carried out in carrying out supervision but to make this happen, good cooperation is needed between the government as state administrators and the community as service users. The strategy so that the principle of transparency in the process of implementing spatial planning utilization in Majalengka Regency can run effectively requires steps through Identification of the community's role; Enhance the role of external oversight agencies; and Fostering an attitude of commitment. Public openness is a form of transparency that has implications for the government's ability to realize good governance. For example, the government can provide clear information regarding the rules of the game and details on the form of public service activities so that the public can be directly involved and supervise government activities. In addition, the existence of public openness and transparency can form a check and balance and make it easier for people to know rational actions as social control by comparing existing value systems.

3. **Principle of Participation**

Spatial planning is a stage of the regional development process which consists of planning, utilization, and control of space. To realize an affluent society that lives in a comfortable and sustainable space, the implementation of regional development based on spatial planning is a must. These efforts will be effective and efficient if the process is carried out in an integrated manner with all development actors (stakeholders). This is in line with the growing spirit in the era of regional autonomy which prioritizes the Central Government as a facilitator by encouraging the improvement of public services and the development of creativity as well as the involvement of the community and also government apparatus in the regions. Thus the habit of 'instructing' the community to participate in development, especially in the use of space, can be avoided together. The management of various natural

resources needs to be carried out in a coordinated and integrated manner with other resources in a sustainable development pattern by developing a humanopolis spatial plan, namely a spatial plan that prioritizes the interests of the community and creates a beautiful environment based on the concept of the archipelago and national resilience. On this basis, the basic principles of participation that are applied in the utilization of spatial planning in Majalengka Regency are as follows:

- a. Placing the community as a very decisive actor in the spatial utilization process.
- b. Positioning the government as a facilitator in the process of space utilization.
- c. Respect the rights of the community and appreciate local wisdom and socio-cultural diversity.
- d. Uphold openness with the spirit of upholding ethics.
- e. Pay attention to technological developments and act professionally.

Based on the above considerations, the importance of involving the community in the process of spatial use is prepared by various components, including the central government, regional government, the private sector, non-governmental organizations, citizen forums, and members of the public in general who are expected to be a driving force in the smooth implementation of regional autonomy, especially for increasing community involvement in the use of space for the realization of 'good governance'. As the party most affected by the use of spatial planning, the community must be protected from various development pressures and coercion legitimized by the bureaucracy which they often do not understand.

4. The Principle of Effectiveness

The utilization of spatial planning is the basis for regional development to realize development goals and is also an instrument that has a legal basis for realizing regional development goals. Utilization of spatial planning is used as a development approach with a spatial dimension that pays primary attention to regulating human behavior in utilizing space and the natural resources contained therein which aims to create a comfortable and productive living space. The importance of using spatial planning in an area, among other things, is to improve the spatial planning system and increase the institutional and organizational capacity of spatial planning utilization in the region, both for local government officials, legislative and judicial institutions as well as institutions in society. This is carried out so that the spatial plan can be obeyed by all parties, then maximizing the management of space utilization and control, especially in the utilization of irrigation functions and protected areas, increase the utilization of various resources in the environment such as maximizing the protection of land, water, flora and fauna, settlement functions, agricultural functions, and other functions as well as to strengthen national resilience, then this authority needs to be regulated to maintain harmony and integration between regions and between the center and the regions so as not to create disparities between regions.

The implementation of the principle of effectiveness in the implementation of spatial use in Majalengka Regency is expected in the future as follows:

- a. Improving the delivery method to implementers related to Standard Operating Procedures (SOP) for work duties to be integrated and implemented properly as well as increasing human resource capabilities, both in terms of quality and quantity in the implementation of higher quality spatial utilization in Majalengka Regency.
- b. Matters relating to spatial planning utilization regulations, whether in the form of regional regulations or other implementing guideline provisions, need to be re-examined so that the regulations made are truly comprehensive, do not overlap, and avoid gaps for other perceptions by the public.
- c. The implementation of coordination needs to be improved so as not to cause overlapping assessments between agencies and to clarify the tasks of each agency according to their respective areas of authority.
- d. Conduct routine and in-depth socialization starting at the level of sub-district apparatus, sub-districts as well as to community members either through face-to-face meetings or through communication media such as placing banners in certain locations or via radio broadcasts.
- e. The level of supervision needs to be done consistently. Supervision must be carried out routinely, regardless of whether or not there are reports of community violations. Therefore, it is necessary to allocate sufficient funds to oversee the enforcement of regional regulations. Strict sanctions should be emphasized.

5. Principles of Accountability

In the context of the current government, accountability is important in the implementation of local government. Accountability can be believed to be able to change the condition of a government, from a condition of a government that cannot provide good public services to a democratic order. Accountability is important for local governments because it is a form of accountability for the management and use of regional assets where the local government is the entity that manages and is responsible. The community as a party has the right to obtain information and become a supervisor of local government performance. Accountability is the responsibility of the local government and is a form of accountability for the successes and failures in carrying out organizational tasks in achieving the objectives that have been determined periodically, especially related to the implementation of spatial utilization in the Majalengka Regency. To reduce deviations from the use of spatial planning, the efforts of the Regional Government of Majalengka Regency are needed as follows:

- a. Information dissemination of technology-based spatial plans
- b. Monitoring the evaluation of space utilization for development regularly
- c. Provision of spatial planning information (ITR) for the process of spatial use permits

The principle of accountability is very important to be adopted in the administration of public services. This is based on the argument that existence or presence in the community. Therefore, the regional government of Majalengka Regency must provide good and

responsible services. Accountability is defined as the obligation to account for the success or failure of the implementation of an organization's mission in attaining predetermined goals and objectives through a periodic accountability mechanism.

6. The Principle of the Supremacy of Law

The utilization of spatial planning is a very important aspect of regional development activities. This is due to the increasing number of problems that arise in areas that demand solutions in terms of space utilization. Given its role and position, regional development must be carried out in a harmonious and directed manner to produce greater overall efficiency and effectiveness. The utilization of spatial planning involves various sectors of activity, interests, laws and regulations, and government policies, as well as state institutions that require spatial utilization. The development of government organizations in need of increased facilities and infrastructure, meeting the needs of society with an advanced economy, trade, and industry, while the availability of land is constant, causes spatial planning policies to change dynamically. Law enforcement on spatial use is a big job and a challenge for the Regional Government of Majalengka Regency in particular. The phenomenon between demand and supply in the availability of land with the development of human needs, economic needs, industry, plantations, and housing. The evolution of the national and global situation and conditions necessitates the upholding of the principles of integration, sustainability, democracy, legal certainty, and justice in the context of implementing appropriate spatial use. In accordance with the regional autonomy policy, which grants regional governments greater authority in the implementation of spatial use, this authority must be regulated in order to maintain harmony and integration between regions and between the center and the regions so as not to create disparities between regions.

Various efforts have been made by the Regional Government of Majalengka Regency to carry out the current complexity of more intensive spatial utilization through:

- a. The Regional Government forms a technical team to supervise and enhance the dissemination of various regional regulations and guidelines to entrepreneurs and the public regarding the implementation of spatial planning utilization.
- b. The institution encourages efforts to apply strict and consistent sanctions for any violations against irregularities in the utilization of RT/RW.
- c. Involve the Polres in every process of formulating policies for the utilization of the RTRW, so that they can carry out preventive, preventive and legal activities in deviations from the utilization of the RTRW and provide policy advice regarding the security and order situation in the formulation of spatial policies.

Conclusion

The implementation of spatial planning in Majalengka Regency on the principles of effectiveness and accountability can be said to be not optimal, more concrete efforts are still needed related to the availability of resources, budget, supervision, and involvement of the

private sector while the principles of justice, transparency, participation, rule of law have been implemented properly. Obstacle factors in the utilization of spatial planning in Majalengka Regency are limited Human Resources (HR) and weak budget support, lack of coordination between Regional Apparatus Organizations (OPD) to give rise to sectoral ego attitudes, weak commitment between stakeholders, social conditions of the community that are still paternalism and apathy; as well as the dynamics of policies or regulations that often change and make it difficult for the regions to adapt or understand new regulations in a short time, especially in Majalengka Regency. The strategy of implementing the principles of good governance in the effective utilization of spatial planning in Majalengka Regency is through optimizing the availability of quality Human Resources (HR) which is intensified through training, increasing the clarity of coordination and supervision, and focused socialization which is supported by an attitude of commitment as an important aspect to increase synergy, perception as well as professionalism and continuity of all parties in the implementation of higher quality spatial planning utilization in Majalengka Regency.

References

- Albassam, B. A. (2019). Building an effective knowledge management system in Saudi Arabia using the principles of good governance. *Resources Policy*, *64*, 101531.
- Alekseev, V. R., Hwang, J. S., & Levinskikh, M. A. (2021). Effect of space flight factor on dormant stages in aquatic organisms: a review of International Space Station and terrestrial experiments. *Life*, *12*(1), 47.
- Al-Zu'bi, M., Dejene, S. W., Hounkpè, J., Kupika, O. L., Lwasa, S., Mbenge, M., ... & Touré, N. D. E. (2022). African perspectives on climate change research. *Nature Climate Change*, *12*(12), 1078-1084.
- Burnyeat, G., & Sheild Johansson, M. (2022). An anthropology of the social contract: The political power of an idea. *Critique of Anthropology*, *42*(3), 221-237.
- Cashore, B., Knudsen, J. S., Moon, J., & van der Ven, H. (2021). Private authority and public policy interactions in global context: Governance spheres for problem solving. *Regulation & Governance*, *15*(4), 1166-1182.
- Chater, N., & Loewenstein, G. (2022). The i-frame and the s-frame: How focusing on individual-level solutions has led behavioral public policy astray. *Behavioral and Brain Sciences*, 1-60.
- Demirkan, S., Demirkan, I., & McKee, A. (2020). Blockchain technology in the future of business cyber security and accounting. *Journal of Management Analytics*, *7*(2), 189-208.
- Di Martino, S., & Prilleltensky, I. (2020). Happiness as fairness: The relationship between national life satisfaction and social justice in EU countries. *Journal of Community Psychology*, *48*(6), 1997-2012.
- Gómez-Zermeño, M. G. (2020). Massive open online courses as a digital learning strategy of education for sustainable development. *Journal of Sustainable Development of Energy, Water and Environment Systems*, *8*(3), 577-589.
- Ha, Y. H., & Kumar, S. S. (2021). Investigating decentralized renewable energy systems under different governance approaches in Nepal and Indonesia: how does governance fail?. *Energy Research & Social Science*, *80*, 102214.
- Hammar, R., Samangun, C., Malik, Y., & Luturmas, A. (2021). Spatial Planning for Indigenous Law Communities to Solve Social Conflict Resolution in West Papua Indonesia. *Journal of Social Studies Education Research*, *12*(4), 405-423.

- Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021). A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change. *Journal of Management Studies*, 58(5), 1159-1197.
- Javed, A. R., Shahzad, F., ur Rehman, S., Zikria, Y. B., Razzak, I., Jalil, Z., & Xu, G. (2022). Future smart cities: Requirements, emerging technologies, applications, challenges, and future aspects. *Cities*, 129, 103794.
- Kamal, D. M., & Batool, D. S. (2021). Institutional Failure: A Challenge to Good Governance in Pakistan. *South Asian Studies*, 1(35).
- Kessy, A. T. (2020). The demand and supply sides of accountability in Local Government authorities in Tanzania. *Public Integrity*, 22(6), 606-625.
- Lau, S. K. (2021). The National Security Law: political and social effects on the governance of the Hong Kong Special Administrative Region. *Public Administration and Policy*, 24(3), 234-240.
- Lidskog, R., Elander, I., & Standing, A. (2020). COVID-19, the climate, and transformative change: comparing the social anatomies of crises and their regulatory responses. *Sustainability*, 12(16), 6337.
- Liu, Y., & Zhou, Y. (2021). Territory spatial planning and national governance system in China. *Land Use Policy*, 102, 105288.
- Liu, Y., & Zhou, Y. (2021). Territory spatial planning and national governance system in China. *Land Use Policy*, 102, 105288.
- Mergel, I., Ganapati, S., & Whitford, A. B. (2021). Agile: A new way of governing. *Public Administration Review*, 81(1), 161-165.
- Miles & Huberman, A. M., & Saldana, J. (2014). Qualitative data analysis. *Translation by Tjetjep Robindi Robidi, UI-Press, A Methods Sourcebook.*
- Morawska-Jancelewicz, J. (2022). The role of universities in social innovation within quadruple/quintuple helix model: Practical implications from polish experience. *Journal of the Knowledge Economy*, 13(3), 2230-2271.
- Musaev, O., Ruziyeva, R., Muhammadiyeva, O., Makhkamov, U., & Mallaeva, E. (2020). The role of public control in improving the system of public administration. *Solid State Technology*, 63(6), 96-104.
- Naipospos, B., Rahmah, U. A., & Muthia, A. (2020, November). Partnership scheme for BIJB Kertajati West Java International Airport. In *IOP Conference Series: Earth and Environmental Science* (Vol. 592, No. 1, p. 012020). IOP Publishing.
- Onyango, G. (2020). Legislative oversight and policy-reforms in “unsettled” political contexts of public administration. *International journal of public administration*, 43(3), 213-228.
- Padilla-Rivera, A., Russo-Garrido, S., & Merveille, N. (2020). Addressing the social aspects of a circular economy: A systematic literature review. *Sustainability*, 12(19), 7912.
- Paribatra, M. P. (2022). Myanmar’s struggle for survival: vying for autonomy and agency. *The Pacific Review*, 35(2), 269-296.
- Peters, B. G., Pierre, J., Sørensen, E., & Torfing, J. (2022). Bringing political science back into public administration research. *Governance*, 35(4), 962-982.
- Ramírez de la Cruz, E. E., Grin, E. J., Sanabria-Pulido, P., Cravacuore, D., & Orellana, A. (2020). The transaction costs of government responses to the COVID-19 emergency in Latin America. *Public Administration Review*, 80(4), 683-695.
- Ramirez Lopez, L. J., & Grijalba Castro, A. I. (2020). Sustainability and resilience in smart city planning: A review. *Sustainability*, 13(1), 181.
- Schindler, S., & Kanai, J. M. (2021). Getting the territory right: Infrastructure-led development and the re-emergence of spatial planning strategies. *Regional Studies*, 55(1), 40-51.
- Schrotter, G., & Hürzeler, C. (2020). The digital twin of the city of Zurich for urban planning. *Photogrammetry, Remote Sensing and Geoinformation Science*, 88(1), 99-112.
- Shaikh, I., & Randhawa, K. (2022). Managing the risks and motivations of technology managers in open innovation: Bringing stakeholder-centric corporate governance into focus. *Technovation*, 114, 102437.

- Sharifi, A., & Khavarian-Garmsir, A. R. (2020). The COVID-19 pandemic: Impacts on cities and major lessons for urban planning, design, and management. *Science of the total environment*, 749, 142391.
- Sururi, A., Rusli, B., Widianingsih, I., & Ismanto, S. U. (2022). Housing policy for low-income communities in Indonesia and its reforms: an overview. *Public policy and administration*, 21(1), 158-174.
- Surya, B., Ahmad, D. N. A., Sakti, H. H., & Sahban, H. (2020). Land use change, spatial interaction, and sustainable development in the metropolitan urban areas, South Sulawesi Province, Indonesia. *Land*, 9(3), 95.
- Talitha, T., Firman, T., & Hudalah, D. (2020). Welcoming two decades of decentralization in Indonesia: a regional development perspective. *Territory, Politics, Governance*, 8(5), 690-708.
- Tan, E., Mahula, S., & Crompvoets, J. (2022). Blockchain governance in the public sector: A conceptual framework for public management. *Government Information Quarterly*, 39(1), 101625.
- Wu, Q., Yan, D., & Umair, M. (2023). Assessing the role of competitive intelligence and practices of dynamic capabilities in business accommodation of SMEs. *Economic Analysis and Policy*, 77, 1103-1114.
- Zolfaghari, M., Kabiri, M., & Saadatmanesh, H. (2020). Impact of socio-economic infrastructure investments on income inequality in Iran. *Journal of Policy Modeling*, 42(5), 1146-1168.