

# The Influence of Leadership, Professional Human Resources, Institutions, Community Participation, and Investment on the Effectiveness of Spatial Policies in the North Bandung Region

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## Abstract

*This study aims to analyze the influence of leadership, professional human resources, institutions, community participation, and investment on the effectiveness of spatial planning policies in the North Bandung Region (KBU). The research method used is a quantitative approach with regression analysis to measure the relationship between variables. Data was obtained through a survey of stakeholders involved in spatial planning policies in the North Bandung area. The results of the study show that professional human resources, strong institutions, and investment have a positive and significant effect on the effectiveness of spatial planning policies. Meanwhile, leadership and community participation did not show a significant influence on policy effectiveness. This research provides important insights for spatial policy making in KBU, by emphasizing the importance of human resource capacity building, institutional strengthening, and investment management to support more effective policy implementation. In addition, these findings also reveal that while community participation and leadership are considered important, these factors require a more appropriate approach in order to have a significant impact on spatial planning policies. These findings can be the basis for policymakers to design a more holistic and sustainable strategy in spatial planning management in the North Bandung Area.*

**Keywords:** Leadership, Professional Human Resources, Institutions, Community Participation, Investment, Policy Effectiveness, North Bandung Area

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## INTRODUCTION

The North Bandung Area (KBU) is a strategic area that has an important role in maintaining environmental balance and supporting sustainable development in West Java (Adharani & Nurzaman, 2017; Erlangga & Suhermanudin, 2020). With its natural beauty, KBU is an area that has great potential in economic, social, and environmental aspects. However, the increasing development pressure in the region often leads to complex spatial problems, such as land conversion, environmental degradation, and conflicts of interest between policy makers (Afandi, 2014; Ulum & Ngindana, 2017).

In spatial planning, various factors are considered to contribute to the effectiveness of policy implementation. Visionary and strong leadership plays a key role in directing the planning and spatial management process (Medaniarty, 2024; Napisah et al., 2024). In addition, the existence of professional human resources (HR) with adequate competence is needed to support the implementation of spatial policies in accordance with the principles of sustainability (Darma Sabri et al., 2024; Perkasa et al., 2022). Institutional factors are also no less important, considering that good coordination

between institutions can minimize conflicts and ensure consistent policy implementation (Rahmadanita et al., 2018; Silitonga, 2022).

Community participation in the spatial planning process is one of the important indicators of policy success. The community as one of the stakeholders has the right to be involved in the decision-making process, especially because they are the parties who will feel the impact of spatial planning policies directly (Adriana et al., 2024; Saleh & Hanafi, 2015; Thahir, 2023). However, low participation rates are often an obstacle that weakens the effectiveness of policies. The investment factor is also one of the important pillars in supporting spatial planning policies, especially in terms of providing funds for development projects that are in accordance with sustainable spatial planning principles (Mas et al., 2024; Suryade et al., 2022).

The North Bandung (KBU) area faces various complex problems related to spatial planning that reflect major challenges in policy implementation. One of the main problems is the uncontrolled conversion of land, which leads to environmental degradation and threats to the ecological function of the area. In addition, the lack of synergy between stakeholders, such as government, society, and the private sector, exacerbates this situation. On the other hand, inefficiencies in human and institutional management often hinder the implementation of consistent and sustainable spatial policies.

Community participation in the spatial planning process is also still a significant issue. Communities are often not optimally involved in decision-making, even though they are the ones most affected by these policies. On the other hand, investment pressures in the region often prioritize economic aspects over environmental sustainability, thus threatening ecosystem stability. This problem shows that the effectiveness of spatial planning policies in KBU is highly dependent on good management of leadership factors, professional human resources, institutions, community participation, and investment.

This research has a high urgency considering the importance of KBU as a strategic area that not only supports economic development, but also maintains ecological balance. If spatial problems in the region are not addressed immediately, long-term risks such as environmental disasters, declining quality of life, and loss of environment-based economic potential will increase. In this case, research that analyzes the influence of various factors on the effectiveness of spatial planning policies becomes very relevant to provide recommendations that are data-based and can be implemented practically.

This study aims to analyze the influence of leadership, professional human resources, institutions, community participation, and investment on the effectiveness of spatial planning policies in the North Bandung Region. By understanding the extent to which each factor contributes to policy effectiveness, this study is expected to provide strategic recommendations to improve the quality of planning and spatial implementation in the region in a sustainable manner.

## **RESEARCH METHOD**

This study uses a quantitative approach with an explanatory design to analyze the influence of leadership variables, professional human resources (HR), institutions, community participation, and investment on the effectiveness of spatial policies in the North Bandung Region. The population in this study was 7,427 people who were then sampled using the Slovin formula which was finally obtained as many as 380 people. The research data was collected through a survey using a questionnaire designed in a structured manner to measure the perception and evaluation of respondents regarding

these variables. The research respondents include regional apparatus related to Spatial Policy in the North Bandung Region.

The data analysis technique was carried out using multiple linear regression to test the relationship between independent variables (leadership, professional human resources, institutions, community participation, and investment) and dependent variables (spatial policy effectiveness) with the help of SmartPLS. This analysis aims to understand the extent to which each variable contributes to the effectiveness of spatial planning policies and how the combination of these variables can create synergies to achieve optimal outcomes. Before the analysis is carried out, the data will be tested for validity and reliability to ensure the quality of the research instruments (Sari et al., 2023).

## RESULTS AND DISCUSSION

**Table 1. Hypothesis Testing Results**

| Hypothesis   | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | P Values | P Values | Conclusion                      |
|--|---------------------|-----------------|----------------------------|----------|----------|---------------------------------|
| Leadership -> Effectiveness of Spatial Planning Policy in KBU                    | 0,106657            | 0,091200        | 0,096666                   | 1,103349 | 0,270406 | Uninfluential and Insignificant |
| Human Resources -> Effectiveness of Spatial Planning Policy in KBU               | 0,240805            | 0,245422        | 0,046486                   | 5,180175 | 0,000000 | Positive and Significant Effect |
| Institutional -> Effectiveness of Spatial Planning Policy in KBU                 | 0,284256            | 0,277909        | 0,054482                   | 5,217447 | 0,000000 | Positive and Significant Effect |
| Community Participation -> the Effectiveness of Spatial Planning Policies in KBU | 0,056615            | -0,031914       | 0,111601                   | 0,507299 | 0,612168 | Unaffected and insignificant    |
| Investment/PP P -> the Effectiveness of Spatial Planning Policies in KBU         | -0,267577           | -0,235527       | 0,102571                   | 2,608710 | 0,009360 | Positive and Significant Effect |

Source: Processed Data (2024)

Based on the data in the table above, it can be explained as follows:

1. Leadership on the Effectiveness of Spatial Planning Policy in KBU Nilai t-value of 1.103349 and p-value of 0.270406 shows that the influence of leadership on the effectiveness of spatial policy in the North Bandung Area (KBU) is not significant. Because the p-value is greater than 0.05, there is insufficient evidence to suggest that leadership has a significant influence on the effectiveness of spatial planning policies.
2. HR on the Effectiveness of Spatial Planning Policy at KBU SDM showed a t-value of 5.180175 and a p-value of 0.000000. These results show that human resources have a positive and significant influence on the effectiveness of spatial planning policies. With a p-value of less than 0.05, an alternative hypothesis is accepted, so it can be concluded that the existence of professional human resources significantly increases the effectiveness of spatial planning policies.
3. Institutional on the Effectiveness of Spatial Planning Policy in KBU The institution has a t-value of 5.217447 and a p-value of 0.000000, which shows a positive and significant influence on the effectiveness of spatial planning policies. This means that institutional strengthening has statistically proven to contribute positively to the implementation of spatial planning policies in KBU.
4. Community Participation in the Effectiveness of Spatial Planning Policies in KBU The t-value of 0.507299 and p-value 0.612168, community participation did not show a significant influence on the effectiveness of spatial planning policies. This means that the current level of community involvement does not contribute enough to the effectiveness of spatial planning policies in KBU.
5. Investment in Spatial Policy Effectiveness in KBU Investment has a t-value of 2.608710 and a p-value of 0.009360, which shows a significant influence on the effectiveness of spatial planning policies. However, with a negative coefficient value (-0.267577), the effect is negative, which indicates that increased investment, if not managed properly, can have a negative impact on the effectiveness of spatial planning policies in KBU.

## **Discussion**

### **Leadership on the Effectiveness of Spatial Planning Policies in the North Bandung Area**

The results of the study show that leadership has no effect and is not significant on the effectiveness of spatial planning policies in the North Bandung Area (KBU). This can be caused by various factors, such as the low role of the leader in providing clear direction or weak coordination with related institutions. In the context of spatial planning, suboptimal leadership often leads to unclear vision, mission, and policy objectives, so that its implementation does not go according to plan. In addition, a leader's lack of understanding of the importance of sustainable spatial planning can also affect the effectiveness of the policies implemented.

These results contradict the findings Ramli (2017), which emphasizes the importance of innovative leadership that is able to integrate various innovations in response to the continuous transformation towards the development of smart cities. According to Ramli, this kind of leadership aims to achieve three main goals: improving the conditions of the underprivileged community towards a better future, creating more comfortable and livable urban planning, and reforming the bureaucracy in order to provide quality services that are recognized globally. The approach is believed to combat corrupt practices while achieving international public service standards. Ramli's research also highlights the importance of leadership in Makassar City in improving community welfare through the application of innovative leadership principles and the identification

of determinant factors that affect the effectiveness of leadership in city government public policies.

The influence of leadership may also reflect a greater reliance on institutional and technocratic elements in spatial planning in the KBU. Thus, the role of leadership needs to be supported by an organized institutional system and qualified human resource professionalism. This research indicates that strengthening leadership roles requires integration with community participation and institutional support to produce more effective spatial planning policies. Therefore, these results serve as a reminder that leadership roles must be balanced with collective commitment and a more holistic support system.

### **Professional Resources on the Effectiveness of Spatial Planning Policies in the North Bandung Area**

The results of the study show that professional human resources (HR) have a positive and significant influence on the effectiveness of spatial planning policies in the North Bandung Area (KBU). This emphasizes the importance of human resource competence, skills, and professionalism in the planning and implementation process of spatial planning policies. Professional human resources are able to understand the complexities of spatial planning, manage conflicts of interest between policy stakeholders, and ensure that policies run in accordance with sustainability principles. In this context, human resources who have technical knowledge and experience in the field of spatial planning are key elements of policy success.

Research conducted by Sitorus & Khuluki (2021) supports these findings, where human resources who have good technical and managerial skills contribute directly to increasing the effectiveness of spatial policy implementation in urban areas. The study concludes that effective spatial planning policies are highly dependent on the quality of human resources, especially in data collection, spatial analysis, and evidence-based planning. Moreover (Aridhayandi et al., 2019) also found that professional human resources are able to bridge the gap between policy and implementation through effective communication and efficient coordination with relevant parties.

The significant influence of professional human resources in this study also shows the need for capacity building and continuous training for policy makers in KBU. This is important to deal with the dynamics of environmental change and complex development challenges. With professional human resources, spatial planning policies can be implemented more systematically and adaptive to the needs of the region. These results confirm that investment in professional human resource development is one of the main strategies to increase the effectiveness of spatial planning policies, especially in areas with development pressures such as KBU.

### **Institutional Impact on the Effectiveness of Spatial Planning Policies in the North Bandung Area**

The results of the study show that institutions have a positive and significant influence on the effectiveness of spatial planning policies in the North Bandung Area (KBU). Strong institutions are able to provide a clear framework, consistent rules, and effective coordination between stakeholders. In the context of spatial planning, well-functioning institutions can ensure that policies are designed in a participatory manner, implemented consistently, and evaluated periodically to adapt to the needs of the region. Institutions also play an important role in minimizing conflicts of interest and ensuring the involvement of all parties in the planning process.

Research conducted by Dema et al., (2021) supports these findings, by showing that well-organized institutions are able to improve coordination between local

governments, communities, and the private sector in the implementation of spatial planning policies. They also highlighted the importance of having a transparent and accountable institutional system to prevent irregularities in policy implementation. Moreover Rainfall (2024) found that institutions that have adequate resources, including human resources and technology, contribute significantly to supporting sustainable spatial policies that are responsive to environmental change.

The significant influence of institutions also reflects the need for improvements in the institutional structure in the KBU. Institutions that have good oversight mechanisms and efficient procedures will be better able to enforce spatial rules and facilitate communication between stakeholders. This research indicates that institutional strengthening must be a priority to create effective and sustainable spatial policies. With solid institutions, areas such as KBU can be better managed to offset development pressures while maintaining their ecological function.

### **Community Participation in the Effectiveness of Spatial Planning Policies in the North Bandung Area**

The results of the study show that community participation has no effect and is not significant on the effectiveness of spatial planning policies in the North Bandung Area (KBU). This can be due to a low level of community involvement in the spatial planning process or a lack of adequate access to information for the community to contribute. In addition, community participation is often only a formality, such as attending socialization without any room for real decision-making. As a result, the community's contribution in supporting spatial planning policies does not have a significant impact on its success.

Research by (Sigalingging & Warjio, 2014) revealed that although communities are invited to participate in spatial planning forums, their influence on policy remains minimal because the final decisions are often dominated by the government or financiers. Other research by Huraq (2022) produced findings, including: First, the voice or expression of public opinion is still very minimal. This happened due to the lack of information provided by village officials, especially related to invitations to attend deliberations at the RT level. Second, access, where not all community members are invited to participate. This condition causes limitations in decision-making at the RT level. Third, control, although the community is always present and active in the process of implementing village development, their involvement is more visible in social activities. On the other hand, in the aspect of village planning and evaluation, the community is often not optimally involved.

The results of this study indicate the need for a more inclusive approach in involving the community. Education and training on the importance of spatial planning must be improved so that the community can understand relevant issues and contribute meaningfully. In addition, governments need to provide more transparent and empowering participation mechanisms, such as more open public consultation and collaboration in policy implementation. By improving the quality of community participation, spatial planning policies can better reflect local needs and gain stronger support from the community.

### **Investment in the Effectiveness of Spatial Planning Policies in the North Bandung Area**

The results of the study show that investment has a positive and significant influence on the effectiveness of spatial policies in the North Bandung Area (KBU). This reflects that the right investment allocation can support the implementation of spatial planning policies more optimally. Investments that focus on supporting infrastructure, technology development, and the provision of environmental facilities allow spatial planning to be better managed, both in terms of planning and implementation.

Investment also plays a role in improving the quality of life of local communities by creating jobs and improving public services, which ultimately strengthens support for spatial policies.

Research by Sukamara et al., (2021) This finding supports that investment in green infrastructure and conservation areas has a significant impact on the success of spatial policies in mountainous areas. They emphasized that sustainable investment not only supports economic interests, but also ensures environmental protection.

The significant influence of investment also shows the need for a clear strategy in attracting and directing investment to support spatial planning objectives. Local governments in KBU can use investment as an instrument to accelerate the achievement of policy targets, such as controlling land conversion and protecting water catchment areas. With a supportive regulatory framework, investment can be directed to development activities that are in line with sustainability principles, thereby providing long-term benefits to the region.

## **CONCLUSION**

Based on the results of this study, it can be concluded that factors such as professional human resources, institutions, and investment have a positive and significant influence on the effectiveness of spatial planning policies in the North Bandung Area (KBU). Qualified and professional human resources are able to manage spatial planning policies well, while strong institutions support effective coordination between stakeholders. In addition, investments directed at infrastructure and natural resource management play an important role in supporting the implementation of sustainable spatial policies. However, community leadership and participation do not show significant influence in this context, which may be due to limited access to information and community participation in decision-making.

Therefore, strengthening human resource capacity, improving institutional coordination, and more targeted investment management are the main keys to increasing the effectiveness of spatial planning policies in KBU. This research indicates the need for a more inclusive strategy in involving the community as well as efforts to improve the quality of leadership in order to better support the success of spatial planning policies in the future. Local governments in KBU need to pay attention to these factors to realize more sustainable spatial planning and be able to overcome the challenges of urbanization that are increasingly complex.

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