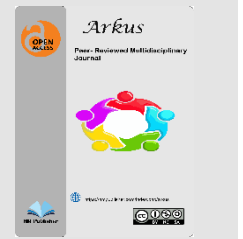




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Administrative Burden of Semarang Regency Spatial Planning Office Indonesia

Muhammad Rizqi Havizt Saputra¹, Dzulfiqar Prakoso Nursukma^{1*}

¹Faculty of Law, Universitas Negeri Semarang, Semarang, Indonesia

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*Corresponding author:

Dzulfiqar Prakoso Nursukma

E-mail address:

dzulfiqarnursukma@student.unnes.ac.id

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ABSTRACT

This article comprehensively examines the administrative burden on Semarang Regency's Spatial Planning Office and the ways in which it can be addressed. From a HAN perspective, administrative burden is often seen as a consequence of the regulation and administration necessary to ensure that the government operates in accordance with the law and is transparent and accountable. The method chosen in this research is a descriptive qualitative research method with a socio-legal approach. The subjects in this research are community stakeholders of Semarang Regency, the Head of Semarang Regency Spatial Planning Office, as well as civil apparatus. This research found that strategic steps can be taken to reduce it significantly. It should be recognized that administration is an integral part of every organization's operation, and some level of regulation and governance is necessary to ensure transparency, accountability, and policy compliance. In that regard, agencies can reduce the administrative burden by implementing advanced information technology, automation of routine processes, and bureaucratic reforms to improve efficiency. Human resource training and development can also play a role in improving employees' skills in managing administrative tasks. In addition, stakeholder engagement and inter-agency cooperation can help simplify regulations and reduce administrative overlap. This research recommends this approach, which can help create a more efficient administrative environment that is responsive to changing organizational dynamics and the external environment.

1. Introduction

Administrative burdens, when viewed from an economic perspective and State Administrative Law (HAN), have differences in focus and approach. From an economic perspective, an administrative burden is often considered an additional cost that can affect the efficiency and productivity of an entity, be it a company or a government.¹ Administrative costs may include expenses for regulatory compliance, administrative procedures, and legal compliance, which can reduce competitiveness and economic profitability. On the other hand, from the HAN perspective, the administrative burden is often seen as a consequence of the regulation and administration necessary to ensure that the government operates in accordance with the law and is transparent and

accountable.² This burden is related to the licensing process, compliance with regulations, as well as monitoring and supervision to prevent abuse of power. Although the administrative burden may be considered an additional cost from an economic point of view, from the HAN perspective, it is an important aspect of maintaining good governance and protecting the interests of society.

Administrative burdens in the context of State Administrative Law (HAN) can arise from a number of factors related to the regulation, administration, and implementation of government policies.³ First, the high complexity of regulations and laws can be a major source of administrative burden. Complicated, overlapping, or even conflicting rules can confuse and make it difficult for agencies to understand and

comply with legal provisions. Second, policy or regulatory changes that are too frequent or uncoordinated can cause a large administrative burden. Constant rule changes require repeated adjustments in procedures and documentation, which can drain time and resources. Third, low coordination between institutions and lack of integration in the public administration system can create additional burdens. A lack of synchronization between different levels of government or between agencies can result in overlapping responsibilities, unclear roles, and increased administrative complexity.

The administrative burden element involves a number of elements that can affect the efficiency and performance of an agency. First, the element of regulatory complexity is the main factor that contributes to the administrative burden. Complex, overlapping, or inconsistent rules can increase difficulties in understanding and implementation, creating additional burdens in carrying out administrative tasks. Second, the element of frequent regulatory change can create uncertainty and require repeated adjustments, increasing the burden in terms of time, resources, and costs. Furthermore, unnecessary or excessive bureaucratic elements can also become part of the administrative burden. Administrative processes that are too complicated and time-consuming can add obstacles to the implementation of daily tasks. Inadequate and unintegrated information technology systems are another element that can increase the administrative burden. The inability to optimize information technology can result in weaknesses in reporting, monitoring, and carrying out administrative tasks.

Administrative expenses can have a significant impact on the performance of an agency. High administrative burdens often hinder efficiency and productivity, resulting in increased operational costs and the time required to carry out administrative tasks. Agencies that are heavily burdened with administration tend to experience delays in decision-making and program implementation, as resources and attention are depleted in meeting regulatory

requirements. Excessive administrative burdens can also affect employee morale and motivation. Complicated and time-consuming administrative processes can cause frustration among employees, which in turn can affect the quality of their work and their level of engagement. Employees who feel burdened by excessive administrative tasks may be less focused on the agency's core goals and more focused on meeting administrative requirements.

It is important for an agency to reduce the administrative burden of State Administrative Law (HAN) because the impact that a high administrative burden can have can be detrimental to efficiency, performance, and public services. Because reducing administrative burden helps increase operational efficiency. When administrative processes are simpler and more efficient, resources can be better allocated to focus on core tasks and achieve organizational goals. Reducing the administrative burden on HANs not only optimizes the performance of an agency but also supports the creation of an administrative environment that is more efficient, responsive, and oriented towards quality public services. An agency's response to the presence of many administrative burdens should include a series of comprehensive and proactive actions. By responding to the HAN administrative burden comprehensively and proactively, an agency can improve its performance, optimize the use of resources, and provide more efficient and effective public services to the community.⁴

2. Methods

The research carried out is qualitative descriptive research.⁵ The approach method chosen in this research is the socio-legal approach method. A study that examines law as a social fact can be observed in the realm of social institutions or social institutions review law that conceptualizes and theorizes law as a positive and empirical social fact.⁶ The subjects in this research are stakeholders the people of Semarang Regency, the Head of the Semarang Regency Spatial Planning Office, as well as civil servants. This research

uses primary and secondary data collection methods, which are collected through observation, interviews, focus group discussions, documentation techniques,⁷ and literature studies in checking the validity of the data using the cross-check triangulation technique,⁸ and analyzed using the inductive qualitative method.⁹

3. Results and Discussion

The operational mechanism of the Semarang Regency Spatial Planning Office

Regency Regional Spatial Planning aims to realize the Regency as a buffer for the capital of Central Java Province and a growth area based on industry, agriculture, and tourism that is safe, comfortable, productive, and sustainable.¹⁰ So that the use of space can be implemented wisely, it is necessary to formulate a harmonious, balanced, and sustainable spatial arrangement in order to improve community welfare.¹¹ The operational mechanism of the Semarang Regency Spatial Planning Office involves several main steps in spatial planning, space utilization, and controlling space utilization.¹² This process involves various relevant stakeholders, such as the community, related agencies, and local government, to ensure that the Semarang Regency spatial plan complies with relevant plans and regulations. several important points related to the operational mechanisms of the Semarang Regency Spatial Planning Office: Implementation of Government affairs: The regional government, which is directed by the Regent and Regional Apparatus, is the organizer of government affairs by the regional government and DPRD according to the principle of autonomy and assistance duties with the principle of the widest possible autonomy in the system and principles of the Unitary State of the Republic of Indonesia.¹³ Strategic areas: Strategic areas are areas that are spatially structure prioritized because it has a very important influence within the district scope on economic, social, and cultural development, utilization of natural resources and/or high technology, defense and security, and saving the environment.¹⁴ Spatial Planning Information Service: This service provides

spatial planning information to applicants, including application letters and other files, to the public works department (DPU) of Semarang Regency.¹⁵ After the letter is disposed of to the Spatial Planning department, the applicant will be confirmed regarding the location in question, and if necessary a field survey will be carried out.¹⁶ Service standards: The Semarang Regency One-Stop Integrated Services and Investment Service sets service standards to maintain quality and consistency in providing spatial planning information.

The public works department (DPU) has a Spatial Planning Division whose function is to formulate technical plans and coordinate and carry out guidance, regulation, supervision, and control of activities in the field of spatial planning. In Semarang Regency, the duties of the Spatial Planning Division at the DPU are in accordance with the implementation of Regional Regulation No. 6 of 2023, which relates to spatial planning permits. Special programs owned by the Spatial Planning Service in Semarang Regency include Planning how documents that are already available in the licensing process can be implemented properly; Monitoring in accordance with the implementation of Regional Regulation No.6 of 2023 concerning licensing; Control that is carried out after a permit is issued is by validating the permit that has been issued, whether the condition already has a permit or not and whether the permit is in accordance with what is available in the field.

The particular performance challenge faced by the Spatial Planning Service is the public's knowledge of Spatial Planning, which is not yet fully understood by the public because spatial planning is a relatively new science, so the public is familiar with it. This, of course, hampers program implementation, so collaboration with external parties, such as community leaders and academics, is needed to carry out outreach to the community. Meanwhile, efforts have been made to overcome and reduce obstacles that have occurred by tightening the licensing process, but if the field conditions do not match the data and the community refuses, the Spatial Planning Service will confirm and provide an evaluation by coordinating

with other related parties such as Satpol PP or the police.

In carrying out its duties, the Spatial Planning Service needs to realize good governance. In the process, a system for developing and applying public sector accounting is needed as a tool for transparency in realizing public accountability to achieve good governance (accounting for governance). Transparency aims to gain public trust. This is done by involving the public to participate in monitoring the performance of the spatial planning service via the website simtaru.semangkab.go.id, where the website contains socialization regarding the work system, and the public can also make complaints. In carrying out its duties, the government is obliged to fulfill accountability and transparency in regional financial management in order to realize better government governance in line with public expectations and to optimize agencies. Basically, the main factor that determines the success of any organization/agency in serving the community is achieving community satisfaction.¹⁷

Performance accountability is one of the keys to realizing good governance in the management of public sector organizations as a form of government accountability to the community and interested parties. Accountability also includes providing financial information to the public and other users so that the public and other users know the flow of funds that have been used by the government and make it possible for them to assess the government's responsibility for all activities carried out, but accountability emphasizes that financial reports must be able to provide reliable information needed by its users in making economic, social, and political decisions. Accountability is the government's obligation to account for resource management. With accountability, regional governments can provide accountability for all activities carried out so that regional government performance can be assessed by internal and external parties. Thus, indirect accountability can provide a positive opportunity to encourage the government to further optimize the

program implementation process and all financial management activities so that the results of their work can be held accountable to the public and stakeholders.

Factors causing the administrative burden of the Semarang Regency Spatial Planning Office and forms of efforts to overcome it

Every agency has problems from both internal and external factors due to the complex dynamics of the organization and interactions with the ever-changing external environment. The Semarang Regency Spatial Planning Office is no exception. Internal problems are aspects that originate from within the organization or individual itself. This includes elements such as organizational structure, company culture, human resources, finances, and technology owned by the organization.¹⁸ Examples of internal factors include internal policies, employee skills, and a company's operational capabilities. Managing these internal factors can be the key to improving organizational performance. External problems, on the other hand, originate from the environment surrounding an organization or individual and are generally outside their direct control. These factors involve market dynamics, industry competition, government regulations, changing consumer trends, and economic factors that can affect the performance and sustainability of an organization.¹⁹ Good management requires a good understanding of these external factors and the ability to adapt to changes in the external environment.

External problems: Community non-compliance in implemented programs: Communities that do not comply with regulations can become an obstacle to implementing the program. In some cases, distortions and obstacles in the public policy process in regional development planning can be caused by a lack of general agreement among actors about policy goals and how to achieve them, as well as a lack of perfect communication and coordination. Apart from that, the low level of public awareness in complying with legal regulations (perda) is also one of the obstacles to

implementing and enforcing regional regulations.²⁰ When the majority of society does not comply with established regulations, this can result in social instability, increase the risk of accidents or violations of the law, and hinder the achievement of public policy goals. Government agencies, such as the police, licensing agencies, or law enforcement agencies, may experience difficulties in carrying out their duties due to high levels of violations.²¹ Increased violations can demand greater resources for law enforcement, slow administrative processes, and harm the overall well-being of society. Apart from that, public non-compliance with regulations can also create distrust of government institutions and weaken the authority of institutions tasked with maintaining order and justice.²² In the long term, this can affect agency performance and hinder social and economic development. Therefore, the role of education, consistent law enforcement, and efforts to build public awareness about the importance of complying with regulations is crucial. By creating a culture of compliance, government agencies can be more effective in carrying out their duties to create a safer, fairer, and more just society. To overcome this, the Semarang Regency Spatial Planning Office has taken several steps. Community non-compliance with the law can be overcome by collaboration between the Semarang Regency Spatial Planning Office, the Satpol PP, and the police in order to control people who do not obey the law. However, even though the riots that occurred have been resolved, they still have an impact on an agency. Stigma and a sense of distrust in the relevant agencies continue to exist in the community; therefore, the Semarang Regency Spatial Planning Service is making efforts to provide transparency in performance. Involving the community in work is one of the methods. The Semarang Regency Spatial Planning Office provides a website called Simataru, which contains a map of the area. When the public finds out about differences in function transfer in the area, the public can report it to the Semarang Regency Spatial Planning Office. Ignorance of the law in society is also one of the factors that are not conducive to the

conditions in the field. People do not understand how existing laws and these laws work, plus the science of spatial planning is a new science in society, so it is very likely that people are not familiar with it. Anticipation that can be done is by providing education to the public regarding existing regulations. The Head of the Semarang Regency Spatial Planning Service said that the office would make the best efforts to achieve the goal of community service. He also said that the Semarang Regency Spatial Planning Office carried out its efforts and was assisted by various groups, including the community, government agencies, private agencies, and even academics, each of whom plays their own role.

Overlapping regulations and unclear regulations: Overlapping regulations and legal ambiguity are also experienced by the Semarang Regency Spatial Planning Office. Several rules related to regulations in the Semarang Regency Spatial Planning Office overlap each other and do not have definite clarity, including the overlapping Boundary Line Regulations. Overlapping with the Building Regulations, the boundary line is the outer safety boundary line determined when constructing buildings and/or fences, which is drawn at a certain distance parallel to the axle. The regulations regarding boundary lines in the two regulations are different. Apart from that, there is a Building Regulation on Buildings with a Building Perda on IMB. Both regulations have different regulations regarding the area of buildings that may be built on land according to the development function, which includes permits for residential, industrial, and warehouse construction, each of which has differences. The government regulates land use through zoning to ensure that residences are placed in safe and quiet areas, industry is placed in locations that support business activities without disrupting community welfare, and warehouses are regulated to manage security risks as well as environmental impacts. These arrangements aim to create well-organized urban spaces, take into account the needs of various sectors, and promote long-term community welfare. To overcome overlapping regulations, the

government can take certain steps. First, governments can conduct thorough audits of existing regulations, identify areas where overlap occurs, and assess their impact. After that, corrective steps can be taken to develop and simplify regulations to make them more coherent and efficient.²³ This process may involve consultation with stakeholders, including representatives of civil society, business, and academia, to ensure that proposed changes take a variety of perspectives into account. In addition, the government can introduce a better system of integration or coordination between institutions or departments involved in making regulations. This coordination mechanism can help prevent overlap by ensuring that each proposed regulation is put through a holistic evaluation process that takes existing regulations into account.

Internal problems: Differences of opinion between members: Internal differences of opinion within an agency can have a significant impact on the performance and effectiveness of the organization. First of all, differences of opinion can create internal conflicts that hinder cooperation and coordination between team members or departments. When organizational members have conflicting views or goals, this can hinder effective communication, slow down decision-making, and even harm team harmony. Internal conflict can also create uncertainty and lower employee morale, potentially affecting overall performance. Second, internal disagreements can hinder the implementation of organizational policies and projects. If there is internal resistance or disagreement, the implementation of certain policies or initiatives can be hampered or even stopped. This can result in organizational instability and loss of time and resources spent dealing with internal conflicts rather than focusing on achieving organizational goals. To address the negative impacts of dissent, it is important for agencies to promote an open and inclusive culture, support constructive dialogue, and seek solutions that consider multiple internal perspectives. Effective conflict management and promotion of open communication can help create a

productive work environment and support overall agency performance. This problem is no exception in the Semarang Regency Spatial Planning Office. Differences of opinion usually occur there, according to the head of Semarang Regency Spatial Planning, but this is not considered a deficiency as long as it is still under proper control; in fact, these differences of opinion open up several points of view. new to resolve existing problems at the Semarang Regency Spatial Planning Office. Differences of opinion also occur not only among members of the Semarang Regency Spatial Planning Office but also in other agencies that collaborate with the Semarang Regency Spatial Planning Office. For example, when the Semarang Regency Spatial Planning Office gets an industrial project, there is no road to access the industry. adequate, then at that time, the Semarang Regency Spatial Planning Office collaborated with the Highways Department to open and widen the road, but the Highways Department did not agree due to several factors. There was a long discussion between the Semarang Regency Spatial Planning Office and the Highways Service. Incidents such as differences of opinion are resolved in the Spatial Planning Discussion Forum and will continue to be discussed until the minutes are released. According to the Head of the Semarang Regency Spatial Planning Office, internal cohesion is very necessary in an agency because it has a direct impact on the efficiency, effectiveness, and overall welfare of the organization. Cohesion creates a harmonious work environment where organizational members work well together, share a common vision and values, and are committed to the goals that have been set. Cohesiveness promotes synergistic cooperation between team members and departments, accelerates the flow of information, and supports effective coordination in achieving organizational goals. In addition to its direct impact on performance, internal cohesion also contributes to a positive image and reputation of the organization. A positive and harmonious work environment promotes employee satisfaction, motivates them to make their best contributions, and overall creates an attractive

workplace for potential individuals. Therefore, internal cohesion is the key not only to achieving organizational goals but also to building a solid foundation for long-term growth and sustainability.

Corruption: Corruption can be an administrative burden from the point of view of State Administrative Law (HAN) because corruption has a significant impact on decreasing the performance of an agency. Corrupt practices, whether in the form of bribery, nepotism, or abuse of authority, can lead to decision-making that is not based on meritocracy or the public interest but rather is based on considerations of personal or certain group interests. This damages the integrity, transparency, and accountability of the institution and creates a work environment that is not conducive to efficiency and effectiveness. Corruption can affect resource allocation, slow down the decision-making process, and create inequality in public services. Over time, these negative impacts can damage an agency's reputation, stifle innovation, and reduce public trust. Therefore, efforts to prevent and take action against corruption are very important to ensure that an agency can achieve optimal performance and fulfill its objectives in serving the public interest. Some of the impacts of corruption on agency performance include

Financial and economic damage: Corruption harms state finances and the economy and hinders national development. This impact can disrupt the allocation of funds that should be used for development programs and public services. Lack of accountability and transparency: Corruption can reduce the accountability and transparency of the performance of government agencies. This can hamper efforts to increase accountability for agency performance and prevent abuse of power. Obstacles to Regional Development: Corruption can also hinder regional development and public services. Corrupt practices can reduce the effectiveness of development programs and public services organized by government agencies. Corruption in non-profit agencies is considered more dangerous than in profit agencies because the main source of funding for non-profit organizations comes from only one financial source, namely government

funds, which makes them vulnerable to fraud and misuse of funds. The Spatial Planning Office is one of them because it is a non-profit service. There are several reasons why corruption in non-profit services is considered more dangerous than in services that can generate profits. Non-profit organizations rely on funds from the government as their main source of funding. Therefore, fraud or corruption in the management of government funds can have a greater impact on the finances of non-profit organizations and can damage the reputation and trust of the public and government in providing funds.²⁴ Fraud or corruption in non-profit organizations can have a greater impact on reputation because non-profit organizations depend on government support, and loss of trust on the part of the government can have a direct impact on the viability and sustainability of programs run by non-profit organizations. Non-profit organizations often have limited resources, including limited human resources. This makes them vulnerable to the risk of fraud because internal controls are not strong enough, and employees may not have experience in financial management.

Lack of funds: Limited funds can be an obstacle in implementing the program. For example, in implementing the Semarang Regency Spatial Planning Office program, limited resources, including funds, facilities, or personnel, can be a major challenge. Apart from that, from the perspective of implementing regional development programs, limited funds can also be an inhibiting factor in planning and implementing regional development programs and activities. In another context, limited funds are also a reason why workers are reluctant to participate in the National Social Security program because they are seen as an additional burden. Limited funds can also be an obstacle to carrying out project planning. For example, difficulties in planning a project can stem from limited funds, access to locations, short time, and lack of images or information in describing a project. Thus, limited funds can indeed be an obstacle to program implementation, especially in the context of resources, planning, and program implementation. Lack of funds

in a service or agency can usually be overcome by the agency looking for alternative sources of funds. Agencies can look for alternative sources of funds, such as submitting cooperation proposals with government or private agencies to join as investors. Apart from that, agencies can also seek sources of funds from financial institutions such as banks by applying for loans. However, not all departments or agencies can make a profit, and the Spatial Planning Service is one of the non-profit agencies. The Spatial Planning Office is the part of government that is responsible for planning, organizing, and managing the spatial planning of a region. This service is under the auspices of the regional government or central government, depending on the administrative level and government structure that applies in a country. Even though its aim is for the public interest and community service, because it operates under a government entity, this service is not a non-profit entity in the general sense. The Semarang Regency Spatial Planning Office addresses this in several ways, namely by increasing community involvement by holding crowdfunding campaign activities involving the community to support the agency's mission and programs and establishing partnerships with organizations or companies that have similar interests. Collaboration can bring financial benefits and also expand the reach and impact of programs. Leveraging technology to improve operational efficiency and data management using efficient tools and systems can help save on administrative costs. Finance, programs, and development planning have been regulated by the Semarang Regency Spatial Planning Office, and development planning is short-term, namely annual. Medium term, namely 5 years, and long term, namely 25 years. The budget planning is then handed over to Bapeda, and then Bapeda will provide funds according to the calculations they have made without interference from other parties. When Bapeda cannot fulfill the budget that has been submitted by the Spatial Planning Office, then there will be a reduction in programs that should be carried out by the Spatial Planning Office.

4. Conclusion

Regency Regional Spatial Planning aims to realize the Regency as a buffer for the capital of Central Java Province and a growth area based on industry, agriculture, and tourism that is safe, comfortable, productive, and sustainable. So that the use of space can be implemented wisely, it is necessary to formulate a harmonious, balanced, and sustainable spatial arrangement in order to improve community welfare. However, the fact is that there are still administrative burdens attached, especially to Spatial Planning. Although it is impossible to completely eliminate the administrative burden (HAN) from an agency, strategic steps can be taken to reduce it significantly. It needs to be recognized that administration is an integral part of the operations of every organization, and some level of regulation and governance is necessary to ensure transparency, accountability, and compliance with policies. However, agencies can minimize administrative burdens by introducing advanced information technology, automating routine processes, and bureaucratic reform to increase efficiency. Training and development of human resources can also play a role in improving employee skills in managing administrative tasks. In addition, stakeholder involvement and cooperation between agencies can help simplify regulations and reduce administrative overlap. Although total elimination may be impossible, this approach can help create an administrative environment that is more efficient and responsive to changing organizational dynamics and the external environment.

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