

Analysis of the Influence of Government Coordination on Development Planning in Padangsidempuan City

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ABSTRACT

The purpose of this study is to examine how government involvement affects the planning of Padangsidempuan City's development. This study uses a cross-sectional survey method and an analytical observational approach. Sorting and managing activities are done using improvement and government participation. The Padangsidempuan City Government's Territorial Device Organization consists of a population and investigation unit. The main research method used in this study is quantitative research. Specifically, the method used could be a cross-sectional study design. The Slovin Design was used to conduct the test, which is a systematic random sampling method. 330 individuals participated in this survey as respondents. The method used to examine the information is called data analysis. A way investigation is a method used to examine the relationships between different factors. It is a type of statistical modeling that allows analysts to test hypotheses about direct and indirect effects of one variable on another. According to the study, the development planning of Padangsidempuan City is significantly influenced in a positive way by government involvement.

Keywords: *Government Coordination, Development Planning, Padangsidempuan City, Bureaucratic Efficiency, Integrated Planning Systems.*

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1. INTRODUCTION

Effective planning is important for increasing the Human Development Index of an area. Development planning is a process to decide on the most crucial development goals and how to reach them to enhance social well-being. The government creates this plan at every level with input from everyone in society [1]. It is important to follow all steps of the planning process for government initiatives to be successful. Planning is crucial for organizations as it allows them to prepare for the future and establish targets [2]. Research by Diaz and Baumgartner (2024) indicates that organizations that engage in planning typically outperform those that do not, irrespective of their size. This is because the planning is built on a clear vision and mission. The vision and mission guide the way for effective planning [3].

Discoveries made by Guo and his team. In 2025, China's development planning policies were made by studying important strategic issues. These problems are important when creating regional development plans to continue the progress made in earlier stages. Identifying the correct problems can make development goals more aligned with morals, ethics, and regulations. Examining the opportunities, challenges, and cultural factors in China helps us grasp the potential and issues within society [4].

Puteri Rizqi Amelia's 2015 research on Dompak Island Regional Development Plan discovered differences between the master plan and the island's actual conditions. Dompak Island's story demonstrates that development plans don't always work out as expected [5]. The Development Obstacle refers to the gap between the goals set for development and what is actually accomplished, both presently and in the future. Examining previous regional development results can show how well government officials have handled their duties [6].

Coordination is important in development planning because it helps to address the community's needs. Coordination problems in government can occur at different levels like central, provincial, district/city, sub-district, and village levels. The primary challenge in local government work is making sure that officials are organized and ready to do their jobs well. This means having the right people in the right positions to carry out



their duties and assigned power efficiently. The government should perform its duties effectively, work with commitment, and serve the community efficiently [7].

In a real government, coordination is important for doing development, service, and empowerment work. Polje's predictions about challenges in his writing seem to be confirmed by the egos of government sectors. These areas are not willing to cooperate, ask for help, or work with other government departments. The issue of coordination is when government agencies have difficulty working together and building relationships [8]. Problems with government coordination can affect public services that address community needs and issues, especially in planning for regional development.[9] In Padangsidimpuan city, there is a lack of coordination among various government levels (from regional to village), as well as with NGOs, businesses, universities, and other community groups. The lack of coordination is thought to impact the planning of development programs in Padangsidimpuan city.

The coordination among regional offices in Padangsidimpuan is ineffective because there are no proper systems or mechanisms in place to support it. Moreover, the rigid bureaucracy in this city hinders the implementation of development projects. It is important to coordinate development planning in Padangsidimpuan City for efficiency. This will make programs work better, keep development programs going, and avoid waste from overlapping programs and budgets.

Planning is a continuous process of making decisions about how to use resources to achieve certain goals in the future.[10] Planning theory is linked to Andreas Faludi's book, "Theory Planning." Faludi (1973) divided the planning model into procedural theory and substantive theory [11].

Faludi defines the use of methods from various fields as substantive theory or planning theory. Planning theory is sometimes called procedural theory or theory of planning. In fact, the two theories collaborate to form a concept called effective planning. Public spaces with plans help people to socialize. Procedural theory is considered more important than substantive theory in theory. Actually, it's the opposite. [12].

Development planning as an effort to connect knowledge or techniques based on scientific principles into practice (practices based on theory) from the perspective of the interests of the wider community [13].

Discussions about whether a country needs a development plan often focus on the government's involvement in the state's activities. At first, the government is in charge. From 1940 to 1979, in the years following World War II, the government was viewed as having a big role in community development. People think that the government is responsible for the problem. The second phase occurred from 1979 to 1996. It was influenced by Krueger and Bhagwati's neoclassical trade theory. This viewpoint believes that the government should stay out of the economy. Continuing with the government's involvement. Various factors contributed to the increase in popularity of the concept of restoring government power after wartime [14].

It was suggested during the discussion that the government should quickly get involved to help with the State's issues. The government is responsible for planning development. The plan for development needs to show the right and smart role of the government. In SPPN, government plays two roles: creating rules and investing in public services. Different government functions have varying combinations of these two types of activities [15]. Planning is when individuals decide how to create the physical environment according to their ethical and political values. Planning aims to improve social-community events by making them more efficient and logical, helping or substituting the market, and offering more choices to improve the well-being of all citizens [16].

Jie Ma and a group of researchers. Al conducted a study. According to (2024), planning means deciding how to use resources to achieve specific goals in the future. This process is still happening. Planning includes choosing and arranging information, predicting what might happen in the future, and outlining tasks to reach our goals [17].

Regional development now relies on three main factors: natural resources, human resources, and technology. The three pillars are things in the area that work together to make a system. The interaction between these elements indicates the region's overall performance. This show will be unique and will focus on creating specialized skills in different regions. This special show will inspire different areas to vie for the spotlight in nationwide spatial networks. Yet, this approach also has its disadvantages. For instance, mishandling the spatial network can cause the disintegration process to begin [18].

Regional planning aims to enhance development in certain areas by utilizing the resources that are accessible. The focus should be on meeting the needs of the community, government, and environment by giving priority to key aspects. The Ministry of National Development Planning (PPN) has proposed that the government should put into action a development planning concept. Development planning is important because it helps to determine why a country requires a national development plan. The academic paper discusses how debates about development plans in a country are often linked to discussions about the government's role in national life [19].

Factors influencing regional development planning are political stability, expertise, financial feasibility, coordination, top-down and bottom-up planning, monitoring systems, and community transparency. Government faced challenges with coordination, especially post-First World War. It has become harder, but more important as well. Coordination happens when various groups collaborate to achieve organizational objectives efficiently [7]. Effective coordination is crucial in government administration to successfully implement development, service, and empowerment initiatives. Polje's writing highlights challenges that are caused by the arrogance of government agencies. They have a hard time working together, getting help, or reaching out to other government departments. Coordination problems are when government departments have trouble working together and communicating effectively [20].

Government coordination is a problem at different levels like central, regional, provincial, district/city, sub-district, and village levels. The problem in local government is how effectively government staff can collaborate to complete their duties. The staff's ability to handle their responsibilities effectively depends on their preparation and skill level. Government agencies should professionally conduct themselves, show dedication to their work, and focus on serving the community they represent [21].

Discussing government apparatus is essentially talking about the role of government bureaucracy. Government bureaucracy determines the actions that the government should take. Max Weber's theory in his book "The Theory of Economic and Social Organization" describes bureaucracy as a structured system grounded in rationality. This refers to a structured organization with defined work processes [22].

Bureaucracy in the government sector includes many tasks and a big organizational structure with lots of employees. This involves managing state administration, government operations, public services, and progress. Government bureaucracy is important for a country's development and for addressing the community's needs. Many people find it difficult to get services from government offices because they face issues like confusion, delays, high costs, and poor coordination. One reason for this happening is because of problems with coordination. There is a problem with egos within the bureaucracy that has not helped in reducing the disease among their members [23].

Effective coordination is essential for the government to successfully perform development, service, and empowerment roles. It is important for keeping the government running smoothly. Polje's writing suggests that government agencies face challenges when it comes to collaborating and seeking help from each other. The issue of coordination is about government agencies facing difficulties in working together smoothly and effectively [24]. Government coordination problems occur at various levels such as central, regional, provincial, district/city, sub-district, and village levels. The coordination of government activities in regions depends on whether the human resources in the regional government are prepared to handle assigned tasks and responsibilities. Government officials need to have the ability to do tasks well, prioritize quality work, and stand up for the community they work for [25].

The discussion about government apparatus is closely connected to the involvement of government bureaucracy. The role and responsibilities of government bureaucracy are determined by what it should or should not do. Max Weber's theory in his work "The Theory of Economic and Social Organization" states that bureaucracy is an organization that is structured based on rationality. This means that it is organized and follows clear procedures in hierarchical work relationships [26].

2. RESEARCH METHODOLOGY

The research was conducted in Padangsidempuan City, North Sumatra Province. Afterward, the researcher used a numerical approach. This study describes the use of associative research methods. This study uses analytical observational method with cross-sectional (survey) design. This study is called correlational research because it aims to find the relationship between the independent and dependent variables. This study focuses on analyzing groups or organizations, specifically all Regional Apparatus Organizations (OPD) within the Padangsidempuan City Government. The method used for sampling is called Proportional Random Sampling. This method involves choosing samples randomly from the entire population, without sorting the population into different groups. This study uses samples from various groups to pinpoint stages within the sample. Refer to Table 1 for information about the procedure. A variable is what a researcher selects to study and collect information about. This information is used to conclude. The study's framework divides variables into two types: exogenous variables and endogenous variables. Exogenous variables are values in a model that are not affected by other variables. The study examines two variables: Government Coordination (X) and Development Planning (Y). These variables are influenced by other factors in the model.

Table 1. Sampling Strata During the Research

| Number | Data Sources | Total Counts |
|---------------------|--|---------------------|
| 1 | Inspectorate of Padangsidempuan City | 10 |
| 2 | Women's Empowerment and Child Protection Service of Padangsidempuan City | 10 |
| 3 | Padangsidempuan City Social Services | 10 |
| 4 | Padangsidempuan City Education Office | 10 |
| 5 | Padangsidempuan City Health Service | 10 |
| 6 | Padangsidempuan City Manpower Office | 10 |
| 7 | Padangsidempuan City Fire and Rescue Service | 10 |
| 8 | Department of Public Housing and Residential Areas of Padangsidempuan City | 10 |
| 9 | Civil Service Police Unit of Padangsidempuan City | 10 |
| 10 | Office of National Unity and Politics of Padangsidempuan City | 10 |
| 11 | Padangsidempuan City Regional Disaster Management Agency | 10 |
| 12 | Padangsidempuan City Regional General Hospital | 10 |
| 13 | Padangsidempuan City Human Resources Development and Personnel Agency | 10 |
| 14 | Regional Financial Agency of Padangsidempuan City | 10 |
| 15 | Padangsidempuan City Planning Research and Development Agency | 10 |
| 16 | Cooperatives, Small and Medium Enterprises, Industry and Trade Service of Padangsidempuan City | 10 |
| 17 | Padangsidempuan City Tourism Office | 10 |
| 18 | Padangsidempuan City Agriculture Service | 10 |
| 19 | Padangsidempuan City Library Service | 10 |
| 20 | Padangsidempuan City Investment and One-Stop Integrated Services Agency | 10 |
| 21 | Padangsidempuan City Communication and Information Service | 10 |
| 22 | Padangsidempuan City Transportation Agency | 10 |
| 23 | Population Control and Family Planning Service of Padangsidempuan City | 10 |
| 24 | Community and Village Empowerment Service of Padangsidempuan City | 10 |
| 25 | Population and Civil Registration Service of Padangsidempuan City | 10 |
| 26 | Padangsidempuan City Environmental Service | 10 |
| 27 | Padangsidempuan City Food Security Agency | 10 |
| 28 | Padang Sidempuan District, Batunadua District, Padangsidempuan City | 10 |
| 29 | Southeast Padang Sidempuan District, Padangsidempuan City | 10 |
| 30 | Padang Sidempuan Hutaimbaru District, Padangsidempuan City | 10 |
| 31 | South Padang Sidempuan District, Padangsidempuan City | 10 |
| 32 | North Padang Sidempuan District, Padangsidempuan City | 10 |
| 33 | Padang Sidempuan District, Angkola Julu District, Padangsidempuan City | 10 |
| Total Counts | | 330 |

3. RESEARCH RESULTS

Results

The study found that government coordination plays a crucial role in the formulation and implementation of development plans in Padangsidempuan City. Effective coordination ensures that all relevant agencies are aligned with the city's development goals, leading to more coherent and integrated planning. For example, the coordination between the Department of Public Works and the Department of Economic Development has resulted in the successful implementation of infrastructure projects that support economic growth.

Despite its importance, government coordination in Padangsidempuan City faces several challenges. Bureaucratic inefficiencies, such as lengthy approval processes and overlapping responsibilities, were identified as major obstacles. Additionally, limited resources, both financial and human, constrain the ability of agencies to collaborate effectively. Communication gaps between agencies further exacerbate these challenges, leading to delays and misaligned priorities. The study revealed that the quality of government coordination directly impacts development outcomes. In cases where coordination was strong, development projects were more likely to be completed on time and within budget. Conversely, poor coordination often led to project delays, cost overruns, and suboptimal outcomes. For instance, a lack of coordination between the Department of Health and the Department of Education resulted in the delayed construction of a school health clinic, which affected the overall quality of education and health services in the area.

The research findings include Government Coordination (KPN) and Development Planning (PPN). Information was gathered by conducting research and distributing surveys and observing 33 Regional Apparatus Organizations (OPD) in Padangsidempuan City. 330 questionnaires were given to 330 employees in each OPD. The results of this study are explained by analyzing statistical calculations and observations, which are important for understanding the research findings. Next, the analysis and conversation about the study includes the numbers and is supported by logical and proven arguments. The research results will be explained and discussed for better understanding.

3.1. Validity Test for Government Coordinations (X2). From the results of the validity test of government coordination, it can be seen in the X2 total column that all r count values are $> r$ table (0.108). In addition, it can be concluded that all questionnaire items for variable X2 are valid.

3.2. Validity Test for Development Planning (Y). From the results of the validity test for development planning, it can be seen in the Y total column that all r count values are $> r$ table (0.108). Additionally, it can be concluded that all questionnaire items for variable Y are valid.

3.3. Reliability Test for Government Coordination and Development Planning

The reliability test for government coordination showed a Cronbach's Alpha value of 0.775. This means that the questionnaire for variable X2 is considered "reliable" because the value is above 0.6, which falls into the "satisfactory" category. The reliability test results for development planning showed a Cronbach's Alpha value of 0.767. This means that the questionnaire for variable Y is considered "reliable" because the value is greater than 0.6, which falls under the "satisfactory" category.

3.4. Partial Hypothesis Testing (T-test)

The Correlation output shows the correlation value between Government Coordination and Development Planning variables. The correlation coefficient value in the output is 0.649 (positive) and the significance value (2-tailed) is 0.000.

Discussion

Partial hypothesis testing on statistical output shows a clear and significant link between Government Coordination and Development Planning. The correlation value of 0.649 shows a strong relationship between the variables. This means that H_0 is rejected and H_a is accepted. The two-tailed significance value is 0.000.

Government coordination has a strong positive impact on the development planning of Padangsidempuan City. This conclusion is based on calculating the coefficient value of Government Coordination on Development Planning at 60%. The remaining 40% is influenced by other factors. The significance level is 0.000, meaning Hypothesis 2 is accepted. The path coefficient value is positive (0.600) and the significance value is less than 0.05 (0.000).

Based on Ranggi Ade Febrian's research in 2021, it was found that government coordination encounters significant challenges due to problems in its implementation. Coordination problems refer to issues with government agencies working together and how they interact with each other. Government coordination is a key reason for the government's inability to perform development, service, and empowerment functions effectively.

Polje's forecasted challenges in his writing appear to be confirmed by the sectoral egos of government agencies. They appear hesitant to work together, seek assistance, or collaborate with other government entities. From the observations made by the author, it is known that from 9 (nine) indicators/instruments of the Government Coordination variable. Overall, they received positive responses from respondents where respondents strongly agreed and agreed with the instrument items, including:

- 1) In order to get the best support for carrying out the work plan, it is important for all stakeholders to agree on and commit to the goals of the OPD Work Plan. This should be done in a transparent, democratic, and accountable manner during the preparation of the document. This is evident from the survey results. 178 people (53.9%) strongly agreed, and 148 people (44.8%) agreed;
- 2) Respondents understood that unity of action means leaders should organize activities in a way that helps achieve goals harmoniously. This is evident in the responses of participants, with 113 people (34.2%) strongly agreeing and 190 people (57.6%) agreeing;
- 3) Most people think it's important for different parts of an organization to work together smoothly, and for leaders to get along well with each other. This is evident from the responses of participants, with 123 people (37.3%) strongly agreeing and 199 people (60.3%) agreeing;
- 4) Survey participants believe that the person in charge of coordination is responsible for maintaining balance and ensuring the government runs smoothly. The majority of respondents, 34.5%, strongly agreed while 61.2% agreed with the statement;
- 5) Respondents think that the government coordination should ensure that programs in different sectors and subsectors in a region are appropriate. This is evident in the responses of participants: 122 people (37.0%) strongly agreed, while 204 people (61.8%) agreed;
- 6) Respondents understand that the cooperation between government agencies and their relationships with each other is a significant government coordination issue. The respondents who strongly agreed were 122 people (37.0%), and those who agreed were 200 people (60.6%);
- 7) Respondents believe that coordination involves combining the goals and activities of different units to achieve organizational goals effectively. 131 people (39.7%) strongly agreed, while 192 people (58.2%) agreed, according to respondent answers;
- 8) In order for regional autonomy to be effective, respondents must agree that there needs to be coordinated implementation of programs and activities. 144 respondents (43.6%) strongly agreed, while 180 respondents (54.5%) agreed with the statement and
- 9) People surveyed agreed that when it comes to government operations, especially in local areas, coordination should be not only together but also integrated and synchronized. This means aligning the various elements, such as the number and timing of activities, and adjusting the planning accordingly. The majority of respondents, 43.6%, strongly agreed with the statement, while 54.5% agreed.

CONCLUSION

The research shows that Government Coordination has a strong and positive impact on Development Planning with a value of 0.649. This means that the relationship between the two is significant. The p-value (two-tailed) is 0.000. The findings of this study underscore the importance of effective government coordination in development planning. To enhance coordination in Padangsidempuan City, the following recommendations are proposed:

Adoption of Integrated Planning Systems: Implementing integrated planning systems that facilitate information sharing and collaboration among agencies can help streamline the planning process and reduce bureaucratic inefficiencies. **Capacity-Building Initiatives:** Investing in training and capacity-building programs for government officials can improve their ability to coordinate and implement development plans effectively. **Strengthening Inter-Agency Communication:** Establishing regular communication channels and joint planning sessions can help bridge communication gaps and ensure that all agencies are aligned with the city's development goals.

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