


## Responsiveness of Local Governance: Anticipating Industrialization Impact on The Environment in Subang Regency

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### ABSTRACT

Subang Regency is one of the strategic places in West Java, Indonesia was projected as an industrial area around 11.250 Ha, which will potentially cause environmental damage. Assuredly Subang Regency's Government as the leading sector that closes to the industrial estate project should respond to the environmental damage issue properly and responsively. This study analyzes the characteristic of stakeholders' behavior to facing and preventing industrial impact in the period 2020-2021 based on several regulations. Therefore, this research aims to describe the responsiveness of the stakeholders to facing environmental issues caused by the construction of the industrial estate, which was analyzed using the responsiveness theory by (Ansoff et al., 2018). This research used a descriptive method with a qualitative approach. The data were collected for 4 months using purposive sampling with observation, interview, and literature and analyzed by (Milles et al., 2014) technic including data reduction, display data, and drawing conclusions or verification during collecting data and after collecting data. The study showed that Subang Regency's Government as the leading sector has a good competence in the human resources but needs to develop in the organizational climate and capacity to collaborate and innovate so that the environmental damage issue can be maintained and resolved properly



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### INTRODUCTION

Industrial estate has been subsequently echoed on the Presidential Regulation Number 122 of 2016 on Amendments to Presidential Regulation Number 75 of 2014 Concerning Acceleration on Provision of Priority Infrastructure, 2016 as one of the infrastructure that has been the priority in development program. This matters because the industrial estate has been a locomotive for a better economy in several developing countries, including Indonesia (Gordon, 2004). However, one of the purposes of developing industrial estate also listed on Government Regulation Number 24 of 2009 on Industrial Estate, 2009 such as to optimize space utilization and to increase regional industrial growth, also strengthen the competitiveness of the industry in order to contribute to a better Indonesian economy.

Undeniably, that industrial sector has been contributing to the economic progress of Indonesia. As confirmed by the ([Central Statistik Agency, 2020](#)) report, in the quarter years of 2019, Indonesia's economic growth is still dominated by the manufacturing sector. The data can be seen as follows:

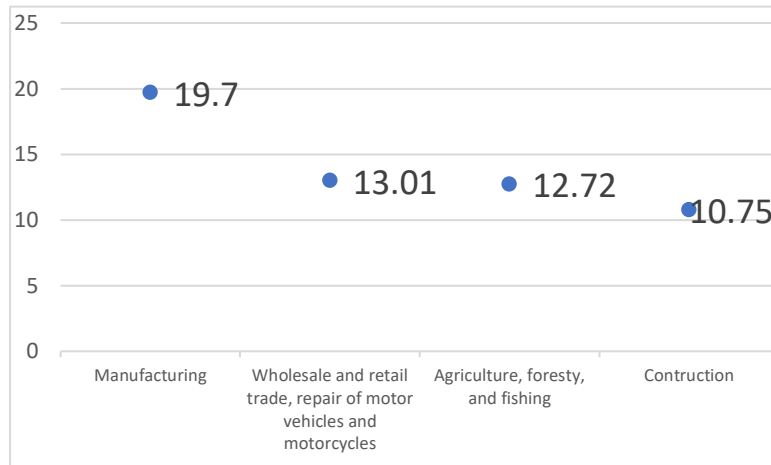


Figure 1. Economic activities that dominate the Indonesian economy. Source: ([Central Statistik Agency, 2020](#))

According to the data, manufacturing sector is the economic activity that dominated and contributed around 19.7% to the Indonesian economy. The high impact of the industrial sector on the Indonesian economy seems linear with the effects of the environmental damage that is affected by industrial development area. The research of ([Muliani & Rijal, 2018](#)) explained that one of the causes of environmental damage due to the high growth of industrial estates and layout of the industrial estate is not maximized. From the broad industrial estates, West Java Province is one of the areas in Indonesia that has the most significant threat for environmental damage because West Java is the area with the broadest industrial area in Indonesia. That statement can be seen in the data as follows:

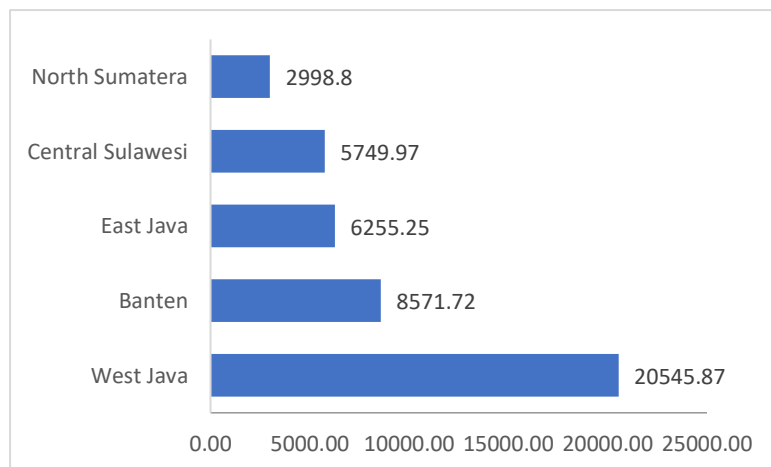


Figure 2. The wide of the industrial estate in regions of Indonesia (Ha). Source: ([Indonesia Ministry of Industry, 2021](#))

The data indicate that West Java is the largest region that has been industrial estate in Indonesia with the wide around 20545,87 Ha, and data on the distribution of regional industrial estate in West Java as shown in the table below:

No	Region	Wide (Ha)
1	Bekasi Regency	9496,00
2	Karawang Regency	7016,98
3	Purwakarta Regency	2676,00
4	Subang Regency	514,20
5	Bogor Regency	222,69
6	Sukabumi Regency	220,00
7	Majalengka Regency	200,00
8	Sumedang Regency	200,00

Table 1. The wide of Industrial Estate in Regional of West Java, Source: ([Indonesia Ministry of Industry, 2021](#))

Based on the data Bekasi, Karawang, Purwakarta, and Subang is the largest region in West Java that has been industrial estate, even as stated in ([Sari, 2019](#)) the development of industrial estate will continue with the construction of a Patimban Port in Subang Regency, which was inaugurated on December 20, 2020, to operate. Syarifah Syaukat, as the Senior Research Advisor Knight Frank Indonesia listed on ([Petriella, 2020](#)), explained that Patimban Port would be very ready to be developed into an industrial estate, especially if this area is equipped with supporting infrastructures such as road connections and other infrastructure. In addition, in accordance with the regional spatial plan as reflected in ([Regional Regulation of Subang Regency Number 3 of 2014 on Subang Regency Spatial Plan in 2011-2031, 2014](#)), there are around 11.250 Ha would be projected as an industrial estate and spread into seven sub-districts which consists Cipeundeuy District, Pabuaran District, Kalijati District, Purwadadi District, Pagaden District, Cipunagara District, and Cibogo District. Spreading Industrial estate to several area as recorded in ([Regional Research and Development Planning Agency of Subang Regency, 2020](#)) is to minimize impact of the industrial estate to environment.

Based on a report from ([West Java Provincial Government, 2020](#)) in the West Java Investment Summit (WJIS) event, it was stated that the industrialization project in Subang Regency is the project with the largest investment for development in West Java and is the area with the most development plans, the data can be seen as follows:

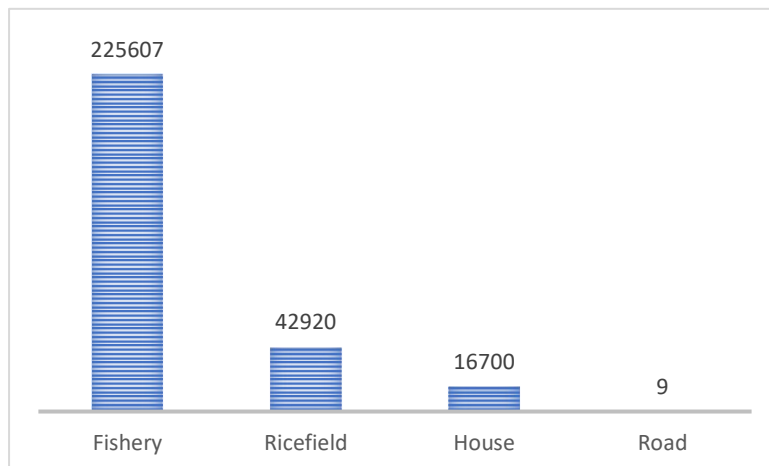


Figure 3. The extent of the loss of the community affected by the flood (M<sup>2</sup>). Source: ([The Government of Gembor Village, 2021](#))

According to visible data, the business that initiated by the local community encounters several loss. From the results of joint negotiations as stated by Mr Dedi as Secretary of Gembor Village Government, the government found an inconsistency of the corporate in the completion of the construction of an integrated water irrigation channel as stated in the results of the Environmental Impact Analysis (AMDAL) session which became the demands of the community. As listed in the ([Regional Regulation of Subang Regency Number 4 of 2006 on Management of The Environment, 2006](#)) in article 8 section 2 explained that regional

government has the authority to oversee the environmental health through their programs or policy. However, in 2020-2021 it seems not maximum due to irresponsible of the government to supervise the development of the industrial estate, which made several stages not carried out as a plan on the project. From those problems, the authors are interested to study about how responsive the authority government for making policy in order to arrange environmental quality affected by industrial estate development in Subang Regency at 2020-2021?

Therefore, this study can be input to the government to be more responsive to facing the impact of industry on the environment. The Government as a leading sector must be able to be responsive in responding to the new nor the existing challenges, especially the Regency and City Governments as stated in the ([Suparman, 2017](#)) that has very strategic due to relation to the social community and its consideration so that it is easy to fill the target. Besides, with the implementation of regional autonomy, as stated in ([Suparman et al., 2019](#)), the Local Government had the opportunities and own challenges, included to be responsible to facing local problem because as stated in ([Trisakti et al., 2020](#)) and ([Nawawi, 2018](#)) local government is the spearhead of the social service. Therefore, local government is the spearhead of the social service, and the best services must be done to prosper society as stated on the report from ([Secretariat of The House of Representatives Yogyakarta, 2018](#)).

Responsiveness demeanor of the government based on responsiveness theory by ([Ansoff et al., 2018](#)) is management activity carried out by observing characteristics of the company or organization behavior such as anticipation of the company organization to the organization is a discontinuity in its environment. Therefore, Tjiptono as quoted by ([Nurdin, 2019](#)), defines responsiveness as the willingness of service providers to fulfil the customer needs and wants appropriately. Another definition of the responsiveness theory is also described by ([Popecus, 2014; Afrizal, 2018](#)), and Dwiyanto as stated in ([Setianingrum & Tsalatsa, 2016](#)) define the responsiveness concept is to measure obtained results when the institutions are interconnected and designed in several ways. Appropriate response and is expected to be generally valid from individual responsiveness based on good organizational behaviour. In this study, the authors using the responsiveness theory proposed by ([Ansoff et al., 2019](#)), related to authors issues by measuring responsiveness.

Three things need to be observed such as 1) Climate, or the tendency of management to respond in a certain way such as accepting, controlling, and or resisting change. How to measure the climate able to viewed from the side of the mentality of power, position, culture, and power structure. 2) Competence or management's ability to respond like anticipating a change in a complex environment by completing a sophisticated infrastructure. Competence conducted an organization viewed from the talents, skills, knowledge, structure, system, shared knowledge. And 3) Capacity, namely the number of work units that can fulfil the job. Capacity can also be seen from a personal capacity and organization capacity ([Logie, 2011](#)). Industrialization admittedly has a positive impact on several things, especially on the economy's progress, but it can not be denied there has been a negative impact on environmental damage ([Jiang et al., 2018](#))

Therefore, many researchers who made a study and observation to the management of environmental health affected by industrialization, such as the study by ([Nugraha et al., 2017](#)) that focus on the responsiveness of Sumedang and Bandung's Government in tackling industrial estate waste in Rancaekek. However, the results of the ([Nugraha et al., 2017](#)) study show that the government has not maximally implemented environmental management policy. Moreover, there are still sectoral egos and dilemmas caused by environmental influences. Another study ([Maghfiro, 2013](#)) also explains the government's role in overcoming industrial waste in one of the processing industries in the Jombang Regency. The study results show that the waste does have many problems so that the local community experiences a lot of impacts and compensation that can feel less in accordance with loss to society ([Adonteng-Kissi, 2017](#)). So ([Maghfiro, 2013](#)) also, explain that stakeholder communication must be strengthened so that the relationship between these stakeholders can be well established and affect the sustainability of industrial and community activities. The study that the authors did is different from other studies previously stated.

This study focuses on the responsiveness of Subang Regency in Government as a leading sector to manage and oversee the environment affected by industrial estate development in Subang Regency. From the previous study by several academics, the authors see that there is still a lack of studies that focus on the impact of industrial estate development, many of which even focus on the effects of waste generated by these industrial activities. Therefore, a conducted study by the authors is essential considering that many areas will be affected due to the opening of a large industrial area in The Subang Regency. The purpose of this study is for knowing and understanding how the responsiveness the Government of Subang Regency to anticipate impacts of developing industrial areas on the environment in Subang Regency. In addition, related research about the responsiveness of the stakeholder to the environmental issue will be an input to stakeholders for maintaining environmental quality with several programs or making policy, so that makes an impact on public health.

## RESEARCH METHODS

This study used a descriptive method with a qualitative approach that aims to explore and understand how responsive is the Government of Subang Regency exhaustively to anticipate industrialization development area is the impact on the environment. In addition, the case study delivered with a descriptive method to describe the Government of Subang Regency is process, activity, and program about managing environment that affected by industrial area is developed. The data in this study was collected for 4 months using several methods such as observation, interview and literature study. The sample was selected using a purposive sampling technique, so the researchers choose appropriate informants with the research problems. There are 10 informants in this study such as: Head of Environmental Monitoring Section as key informant; 6 staffs in Pollution Control and Environmental Damage division; The Secretary of Gembor Village Government; Secretary of Gunungsembung Village Government; and 1 person of Local Community who live around industrial estate project.

Subjects of this study were Environmental Services of Subang Regency, Gunungsembung Villages Government, Gembor Villages Government, and several of the local community which live around the industrial area.. The data was analyzed by ([Miles & Huberman, 1994](#)) technique, including data reduction, display data, and conclusion drawing or verification during collecting data and after collecting data. Triangulation techniques tested the validity of the data as they describe ([Creswell & Creswell, 2018](#)) that triangulation was used to justification coherency of the data by comparing the sources, theory, and methods.

## RESULTS AND DISCUSSION

As stated in ([Regional Regulation of Subang Regency Number 4 of 2006 on Management of The Environment, 2006](#)) article 8 section 2 which states that the government has the right and obligation to make a program that is intended to protect the quality of environmental health. Furthermore, to test the responsiveness of the government in the supervision, the study was carried out using the responsiveness theory by ([Ansoff et al., 2018](#)), which is reflected in its ability to respond to change climate, competence, and the amount of work that must be done. Completed capacity as follows:

### **Climate (Will to Respond).**

#### ***Mentality Power.***

The mentality power aspect of the authors is described as the government's ability as a leading sector in terms of affirming existing policies, especially in inviting the community to jointly maintain and supervise environmental health affected by the development of industrial estates. This is as stated in ([Regional Regulation of Subang Regency Number 4 of 2006 on Management of The Environment, 2006](#)) in article 7 is explained that all communities have the same rights and obligations in managing the environment as well as in terms of supervision. Based on the observation, the authors view there are sectoral egos between the stakeholders. This is indicated by the existence of throwing responsibilities to supervise and manage the

environment whereby this is due to the lack of socialization of existing policies, so that affected to the stakeholders and the community not knowing clearly that the community actually has an obligation and even has the same position to carry out supervision and management. The lack of socialization about existing policies ultimately causes many people to have limited knowledge and awareness about the environment.

It causes many people to still throw garbage into rivers which, of course, has the potential to flood even though industrial area development is not implemented. This case was found by the authors from the number of people who littered the trash around the PT Taifa Jaya Abadi industrial estate construction. In terms of involving the community, basically the government has tried to involve community representatives in the discussion of the Environmental Impact Analysis (AMDAL), but as a proxy, it cannot re-socialize it to other communities so this causes several complex problems including low awareness to protect the environment.

### ***Position.***

In order to supervise and enforce the law in the event of environmental damage, Subang Regency Environmental Service Government have paid more attention. One of those is supported by Pollution Control and Environmental Damage division to continue engagement to this issue. However, the author found that Division could not optimally carry out supervision because the government has limited resources. This is as stated by the head of the supervision section from the results of the interview as follows: "Due to limited resources, we also do not work 24 hours and it's impossible to stay in the company". Based on the head of the supervision statement, a collaboration between stakeholders needs to be strengthened primarily between the rural government and local community who are close to the industrial estate project and feel the impact directly. Moreover, the authors found in several Village governments, no division focuses on environmental issues. As confirmed by the secretary of Gunungsembung Village's Government, who stated that there is no special division in the environment.

Considering that the Village Government is the closest leading sector to the community, the absence of a special division that focuses on the environment will cause some communications not to run optimally. This is because many other activities are, of course, a concern for the village government, which will reduce the focus on monitoring the quality of the environment.

### ***Culture.***

In terms of culture and habits, the authors saw that several stakeholders carry out the tradition of reporting or monitoring process. However, based on the results of interviews conducted, the authors found that supervision was not carried out regularly, this is as explained by the Environmental Service due to limited resources, and Gunungsembung Village also confirmed this as the Government, one of which is close to industrial estate development project in Subang Regency and include to Pagaden zone industrial estate. The Gunungsembung Village Government explained that socialization and education were carried out unscheduled. Therefore the participation of the Village Government and the community was needed as people who experienced and were close to the industrial area development site. However, the authors found that the community's contribution to monitoring was still low because there was still a lack of public understanding of the reporting flow that occurred. This resulted in collaboration between stakeholders in conducting supervision and management that did not run optimally.

### ***Power Structure.***

The Constitution of the Republic of Indonesia of 1945 article 1 section 3 explains that Indonesia is a legal state which means that everything related to the daily life of its people is returned to the applicable regulations or rules. Therefore, in terms of structural strength, a policy is one of the forces with a tremendous influence. Judging from the phenomenon of the prevailing policies regarding environmental management in Subang Regency, namely

[\(Regional Regulation of Subang Regency Number 4 of 2006 on Management of The Environment, 2006\)](#) it is deemed necessary to get improvements this is due to the existence of a new environmental management policy, namely Government Regulation Number 22 of 2021 on Protection and Management of The Environment.

### **Competence.**

#### ***Talents.***

Talents from the organizers of environmental supervision and management, the authors, found from the educational background that the employees took, especially in controlling pollution and environmental damage. From the results of research conducted by authors, it can be seen that the educational background of employees is the environmental engineering program that is undoubtedly linear with the work being carried out, namely conducting analysis and input as preventive and curative steps against the damage occurs. Apart from that, with a similar educational background, the analysis of the environment can certainly be considered more carefully because it can get input from various points of view and thoughts. This is also evidenced where the authors found that employees often had discussions related to their work.

#### ***Skills.***

In carrying out supervision, of course, the supervisors must know the quality standards for the environment in which the industrial area stands. Therefore, training on applicable policies and standards must be followed by employees who will carry out supervision. From the results of the study conducted by the authors, it can be seen that employees often attend training related to environmental supervision and management. The authors found that Environmental Services of West Java Province often provides technical guidance related to environmental management and supervision, and Environmental Services of Subang Regency usually follows this. Apart from that, the authors found that the environmental supervision and management department often discusses matters related to the results of the guidance to continue to increase employee skills in carrying out activities related to environmental management and supervision.

#### ***Knowledge.***

The knowledge possessed by stakeholders about some of the problems that occur will undoubtedly affect all policies taken. Therefore, in terms of environmental management and supervision in the Subang Regency, the Environmental Services Government strongly demands the collaboration of all parties to launch these monitoring activities. Linear with this, the authors found that the government obtains knowledge about environmental damage from various sources, one of which is through direct reports made by the Village Government as the stakeholder closest to the community. Based on interviews conducted with the Gunung sembung Village Government, the authors found that other complaints occurred besides flooding, namely dust that was hit by the wind and entered people's homes due to the unfinished plaster on the open ground at PT Taifa. This was not quickly responded to by other stakeholders considering that until now, on July 23rd, 2021, the plaster completion has not yet been fully completed.

#### ***Structures Systems.***

In this case, the structure leads to a method that is agreed upon by all stakeholders involved. In establishing a more comprehensive understanding, Subang Regency Environmental Services and other agencies such as Subang Regency BP4D and Subang Regency Environmental Services have a special team to unite existing agreements so that the establishment of industrial estates can be seen from various perspectives. In this case, the coordination is led by the Subang Regional Spatial Planning Coordinating Board (BPKRD). In implementing the collaboration, the authors found that the village government's point of view as the government closest to the community was not adequately involved. This was marked by the confusion of the village government in following up if some damage occurred so that

the results of the discussions conducted by the formulation team for the establishment of industrial estates were not well implemented.

### ***Shared Knowledge.***

The authors found that basically, the employees understanding of the systematic of environmental supervision and management was already qualified, whereby this was indicated by the smoothness of employees at the Subang Regency Environmental Service in answering several questions, including answering the contents of the applicable environmental management policies. Apart from that, the authors found that the Environmental Services Subang Regency often participates in training or debriefing related to the management and supervision of environmental health, which will undoubtedly affect their abilities. In terms of uniting all the understandings and thoughts of the employees of the environmental supervision and management division at the Environmental Services Subang Regency, the authors found that employees often participated in training by studying the material presented by the training organizers together. This can be seen from the observations made by authors that employees understand in one device together and then discuss the results obtained so that this can minimize miss-communication between one part and another.

However, the authors found that the Environmental Services Subang Regency has not been able to socialize it optimally to more basic parties or people directly dealing with environmental situations. One of them, like the Gunung sembung Village, seems to be still confused about what policies apply in terms of environmental supervision and management and even explains that the socialization carried out by the Environmental Services is not well-scheduled.

### ***Capacity.***

#### ***Personal.***

The results of observations and interviews conducted by authors found that the capacity of the available human resources was quite capable. This is evidenced by the understanding of the flow that must be passed in carrying out activities according to the standard procedure (SOP) made. The authors also considered that the SOPs made were coherent and detailed, including how to make supervision forms and the minutes to easily the readers to understand what had to be done.

#### ***Organizational.***

Based on the results of interviews conducted by authors, it was found that the environment services Subang Regency Government is very dependent on the available budget to run its program. This is a complex problem because the government budget is minimal. One of the impacts that are felt and occur is that there is no supervision of industrial areas in 2020 because the funding has been diverted to handle the COVID-19 pandemic. Meanwhile, IP development continues, and even this, of course, still impacts environmental quality. Limited resources also affect the government's capacity to conduct oversight. This is similar to what the authors found when interviewing with the head of the supervision section, which stated that only a few industrial estates were monitored in one year due to budget and resource constraints.

## **CONCLUSION**

To anticipate the impact of industrial estate development on the environment in Subang Regency, the Subang Regency Environmental Service has qualified competence in terms of being responsive. However, the organizational climate to collaborate with other stakeholders, especially the village government, needs to be improved. This is because the village government has a significant role in considering closer to the community. Apart from that, the capacity to innovate and involve the community in supervising is very much needed. This is deemed to be necessary because the government has limited resources. Based on the conclusion of the research conducted by the authors, the researcher give some suggestions



as follows, Massive socialization of the applicable policies increases public knowledge and awareness in managing and monitoring environmental health together. Head divisions or community associations whom aware to the environment intending to equalize perceptions and facilitate communication because they have a shared vision.

Conducting Policy adjustments, considering that there have been new policies at the national level related to environmental management and supervision. Involving the village government in the assessment for the development of industrial estates. Therefore, the social aspect must also be considered. Improving the coordination on applicable policies with the village government as a government that is close to the community. Innovation in collaboration able to do by creating an environmentally aware forum to maximize environmental supervision and management even with budget constraints.

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