

## An Analysis of Land Certificate Service Management at the Land Office of East Halmahera Regency

Idris Sudin<sup>1</sup>, Amir Fabanyo<sup>2</sup>

<sup>1,2</sup> Universitas Nuku

Received: 5 December 2023  
Revised: 20 December 2023  
Accepted: 2 January 2024

### Abstract

Land certificate service is an implementation practice of land office's institutional function in the context of land registration and issuance of land certificates, in order to guarantee a legal certainty and provide a legal protection for land owners. Somehow in the implementation, there are some insights or judgements from the people who used this service to process certificates regarding to service performance at the land office. There are some insights such as: the requirements are difficult, the procedures are complicated, the completion time is uncertain, the terms take a long time, the costs are expensive and the assessment is not transparent. This is cannot be separated from the aspects of service management. This research aims to analyse and find out the extent of the implementation of land certificate services at the East Halmahera Regency Land Office, then to analyse and find out in depth the factors that support and impede the implementation of land certificate services at the East Halmahera Regency Land Office. This research is qualitative research used a descriptive approach. Based on the research results, there are the following conclusions: First, the implementation of land certificate service management at the East Halmahera Regency Land Office has not been successively well, which has an impact on improving service performance and providing satisfaction for the entire community. From the planning aspect, there are clear targets and service program strategies as well as resources in the form of budget availability, however at the implementation stage there are deficiencies in the aspect of guaranteeing certainty of timely completion. However, from the aspect of actuating ability, in terms of motivation to carry out actions with awareness to achieve service goals, there are employees who still weak in the responsiveness indicator. For example, the employee while serving the community, they keep chats with fellow employees about something that is not related to the work or service being carried out, so the work are take more time to be done; Second, there are supporting factors in the form of a strategic office location in providing services as well as a comfortable office atmosphere. However, there is a constraining factor that has a real influence, namely the lack of employees in accordance with the workload of services that must be carried out. Based on the result conclusions above, the recommendations/suggestions of this research are: First, the Head of the East Halmahera Regency Land Office needs to increase the application of employee discipline at work and provide action or sanctions to employees who are not disciplined at work. In addition to efforts to increase the number and quality of employee human resource capabilities according to the need for competency and skills needed to ensure that the implementation of land certificate service management can run effectively and efficiently in improving the performance of good land certificate services; Second, every employee must have the awareness and work motivation to ensure that aspects of land certificate service management at the East Halmahera Regency Land Office can run well. In this way, it can increase public satisfaction in receiving services

**Keywords:** Management, Services, Land Certificate.

(\*) Corresponding Author: [idrissudin.is@gmail.com](mailto:idrissudin.is@gmail.com)

**How to Cite:** Sudin, I., & Fabanyo, A. (2024). An Analysis of Land Certificate Service Management at the Land Office of East Halmahera Regency. *International Journal of Education, Information Technology, and Others*, 7(1), 310-324. <https://doi.org/10.5281/zenodo.10676850>



## **INTRODUCTION**

One of the most basic human needs as a source of livelihood and livelihood is land. In connection with the importance of land for fulfilling human needs, land has a high cost. Human need for land is not only for building houses and yards, but also for land for those who use land as a livelihood or for agricultural and plantation businesses, including for private investment and regional construction and development needs.

The increase in demand for land is directly proportional to the increase in human population and development demands in each region. The narrative of the relationship between humans and land can be simplified by thinking that the increasing number of people who need land for housing, economic investment, development of socio-cultural infrastructure and the application of technology also requires the availability of large plots of land, while the land referred to is part of the land area. This will become increasingly limited as ownership or control of land rights increases.

In connection with the description above, of course it is necessary to regulate legal status services for community land in the form of land ownership certificates that are properly recorded by the state, this is to prevent conflicts between community members. In the context of national life, the utilization and utilization of land is of course aimed at the prosperity and welfare of the people. Therefore, the state (in this case the government) needs to regulate aspects of control over land and what is contained therein, as stated in the Constitution of the Republic of Indonesia, namely the land, water and natural resources contained therein are controlled by the state and utilized as much as possible. for the prosperity of the people. Based on the mandate of this law, regarding the aspect of control, the state guarantees ownership or power to use land to citizens with clear legal certainty. This is intended to prevent conflicts between citizens regarding control or use of land. For this reason, the state has formed a separate agency to provide services to the community related to land registration or certification.

A land certificate is an authentic deed with perfect evidentiary power, meaning that with the data stated in the certificate as long as it cannot be proven otherwise by another party, legal decisions relating to conflicts or disputes over ownership or control of land will refer to who holds the certificate issued as basis for establishing legal certainty. Thus, the purpose of land registration as part of the process of granting land title certificates is to provide legal certainty and legal protection for land owners.

Based on observations during the researcher's initial observation of the implementation of land certificate services at the East Halmahera Regency Land Office, there were a number of complaints from the public indicating that there were different perceptions or assessments. This difference can be seen from complaints such as complicated procedures, uncertain completion times, long

terms, expensive costs and non-transparent assessments. From the description of the background thought above, the author is interested in studying further the pattern of implementation of certificate services at the Land Office through conducting research with the title. " an Analysis of Land Certificate Services Management at the Land Office of East Halmahera Regency ".

## **LITERATURE REVIEW**

### **Concept Management**

In the Principles of Management book, G.R. Terry (2011), states that management is the achievement of goals that have been set through the activities of other people. It is also emphasized that management is a process or framework that involves guiding or directing a group of people towards organizational goals or real purposes.

Meanwhile, Griffin (2004) argues that management is a series of activities (including planning and decision making, organizing, leadership and control) directed at organizational resources (human, financial, physical, and information) with the aim of achieving organizational goals efficiently and effectively.

The definition of management present by Griffin is similar to that state by G. R. Terry and Leslie W. Rue (2011), that: "Management is a typical process consisting of planning, organizing, moving and controlling actions to determine and achieve goals through the use of human resources and other resources". By Mary Parker Follet (2005) defines management as the art of completing work through other people.

From the description of the definition above, it shows that in implementing management, the leaders who have the capacity and competence to direct human resources to carry out various activities within the scope of the organization is needed. This also means that the organization's human resources (employees or employees) have a very important role, and because quality human resources are needed, in accordance with the standards required to complete work in order to realize the organization's goals.

### **The Service Concept**

1. According to the Big Indonesian Dictionary (KBBI), the meaning of the word service is the matter or way of serving. This understanding is related to the convenience provided or efforts to serve the needs of other people. From this understanding, service is oriented or has a target of satisfying the people served. Its Quoted from Suriani, 2018, that service is an activity or sequence of activities that occurs in direct interaction between a person and another person through physical interaction which aims to provide customer satisfaction.
2. According to Moenir (2010) service is an activity that is passed on by an organization or individual to consumers which is intangible and cannot be

owned, consumers are the people who benefit from the activities carried out by the organization providing the service. This understanding means that service is a series of immaterial (intangible) activities that occur through interactions between employees and consumers or through the use of other resources provided by service providers, to solve consumer or customer problems in order to achieve previously determined organizational goals.

In connection with the description of the definition above, services are required to meet standard criteria which are a measure of quality or quality of service. In general, these criteria are meeting the needs of the people served and producing satisfaction. quality or quality of service then becomes more competitive in connection with the direct assessment carried out by the user or recipient of the service, if the service provided by someone from an institution is assessed as bad (which means it does not meet the satisfaction indicators, then in terms of trading in the product or service the customer or customer will switch to the product / other services. Meanwhile, if the service provided comes from a government agency whose job is to serve the public, it will bring claims, and could even lead to the formation of a state of distrust and a lawsuit. In connection with this idea, service management is important to implement.

### **Service Management**

The Liang Gie (2000) explains that Service Management is an administrative activity that involves supervision of services provided to individuals, groups or other institutions.

The explanation above contains the meaning that management is a process that regulates and controls the service process, so that service actions can run in an orderly and smooth mechanism, and lead to the right target, namely satisfying service users.

As a state institution, the East Halmahera Land Office has an obligation to provide the best service to the community. On the other hand, the public has the right to get quality services from the Land Office. In this regard, the land office is also obliged to implement service management. In this case, it can also be interpreted as regulation or management that ensures that every service action gets better from time to time. The implementation of service management cannot be separated from the implementation of management functions.

George R. Terry, as quoted in Yohannes Dakhi (2006), divides four basic management functions, namely Planning, Organizing, Actuating and Controlling. These four management functions are abbreviated as POAC.

Of the four basic management functions above, there are two functions that are the main focus for analyzing the extent of the implementation of land certificate service management at the East Halmahera Regency Land Office, namely Planning (planning) and Actuating (implementation/movement). This

choice is based on the understanding of these two functions. As in the following description.

According to Knootz Harold in Priharto Sugi (2022), planning is deciding in advance what must be done, when it must be done and how to do it. Planning is a stage in the management process that includes all management functions. Planning is the initial determinant of the running of other functions. Knootz emphasized that activities in the planning function include: setting business goals and targets, formulating strategies to achieve business goals and targets within a time period, determining the required resources, and setting standards or indicators of success in achieving the determined business goals and targets. In the context of this research, the expected goal and service target is the satisfaction of recipients of land certificate processing services.

The Implementation or Actuating function, as stated by Yohannes Dakhi (2006), is a process that turns a sequence of plans into real action in the organizational world. Without real action, plans will become imagination or dreams that never come true. Actuating is an effort to realize a plan, namely with various directions to motivate each employee to carry out activities within the organization, in accordance with their roles, duties and responsibilities.

In accordance with the description of its function, actuating cannot be separated from the role of leadership abilities and attitudes. Actuating clearly requires personal maturity and an understanding of human character which has different tendencies and is dynamic in nature. Therefore, the actuating function turns out to be much more complicated than it seems, because it must involve the leadership function in developing employee capacity as well as leadership attitudes and awareness of employee responsibility towards their duties and functions.

In this research, the interpretation of actuating as an effort to realize service action plans is oriented towards achieving community satisfaction in receiving land certificate services by the land office. Satisfaction is measured based on standard indicators of service quality.

Moenir (2010) stated that there are five aspects of service quality that must be considered in providing services, namely as follows:

1. Reliability is the ability of an organization or company to provide services in accordance with promises that have been expressed accurately and reliably, in accordance with customer expectations. This includes good time management, providing the same service to all customers without error, and a sympathetic and accurate attitude.

2. Responsiveness includes Responsiveness and Empathy. Responsiveness refers to the ability of an organization or company to respond quickly to customer needs and provide services that meet customer expectations, by conveying clear information. Meanwhile, empathy is the ability to serve with genuine attention, understand customer desires, and know specific customer behavior to provide comfortable service.
3. Assurance (Guarantee and certainty), namely the ability of employees to provide explanations accurately, politely, and foster a sense of trust in customers or those who need service from the company. The components needed for assurance include employee communication skills, credibility, security, competence and courtesy.
4. Transparency (Transparency) means openness in providing information related to public resource management activities to parties who need information, providing financial information and other information of interest clearly, so as to create public trust in clean public service implementing institutions, effective, efficient, accountable and responsive to the aspirations and interests of the community.

### **Supporting Factors And A Service Impediment**

In the implementation of services which are directed at achieving service quality with community satisfaction standards, it cannot be separated from influencing factors that either support or hinder. According to Moenir in Public Service Management in Indonesia (2014), supporting and inhibiting factors in public services are: (a). Awareness factor (b). Rule factor (c). Organizational factors (d). Income factor (e). Ability or skill factor and (f). Service Facilities factor.

From the description of influencing factors above, this research only focuses on in-depth analysis with the aim of testing the factual truth regarding service facility factors in the form of strategic service office locations and community comfort, which are categorized as supportive. Next, organizational factors are seen from the aspect of the lack of employee resources in the organization which is assumed to be an inhibiting factor.

### **Understanding Customer or Service Recipient Satisfaction**

According to Oliver (2010) as quoted in Hon Liung and Tantri Yanuar R.S. (2017), customer satisfaction is a post-purchase response that occurs as a result of comparing pre-purchase expectations and perceived performance. By Kotler and Keller (2009) in Hon Liung and Tantri Yanuar R.S. (2017), satisfaction is defined as a customer's feelings of satisfaction or disappointment resulting from comparing a product's perceived performance (or results) with customer expectations. If performance fails to meet expectations, then customers will be dissatisfied.

Furthermore, according to Dan Zeithaml (2009), in Hon Liung and Tantri Yanuar R.S, 2017, satisfaction is a response to the fulfillment of consumer desires. This is an assessment that the product or service features provide a pleasant level of consumption related to that fulfillment.

From the statements above, in the context of this research, it can be said that customer satisfaction or service recipient satisfaction is a condition where the customer's or community's desire to obtain land certificate processing services at the Halmahera Tengah district land office is fulfilled as expected without complaints regarding the process and service performance.

## **RESEARCH METHODOLOGY**

### **Date And Place Of The Research**

This research was carried out from November to December 2022. The research location was at the East Halmahera Land Office.

### **Types of Research**

This type of research is qualitative. As stated by Sugiono (2011), qualitative research methods are research methods used to examine the conditions of natural objects, where the researcher is the key instrument.

The approach used in this research is a phenomenological approach, as proposed by Sutopo (2006), namely explaining phenomena in depth through data collection, and presenting a detailed picture of the situation which aims to clearly describe the problem. The problem that is the focus of this research is the implementation of land certificate service management at the East Halmahera Regency Land Office.

### **Data and Data Sources**

Based on the source, this research data consists of two types, namely:

1. Primary data is data obtained directly through interviews with informants and data from observations at the research location.
2. Secondary data is data obtained from related documents in the form of books, scientific works, policy documents, reports, archives in the form of writing or images that support the completeness of primary data.

### **Research Informant**

Informants are people who have the potential to provide information about Land Certificate Service Management at the East Halmahera Regency Land Office. The informants in question consist of:

1. Head of the East Halmahera Regency Land Office,
2. Head of the Rights Determination and Land Registration Section,
3. Staff implementing measurements
4. Administration and personnel staff,

5. Planning and financial administration staff
6. Elements of the community using land certificate processing services

### **Technique of Data Collection**

1. Observation, namely carrying out direct observations at the East Halmahera Regency Land Office, with the aim of observing various phenomena related to the implementation of certificate services, observing the pattern of carrying out tasks from staff, as well as the response of the community who need services related to matters that are part of the scope or focus research.
2. Interview, which is carried out by asking informants questions freely (semi-structured) based on the interview guide that has been created. The scope of the interview questions includes what is the response or assessment of the implementation of land certificate services? Is it in accordance with plans and strategies to improve the performance of land office services, as well as standard procedures that are in effect, what is the attitude of employees in providing services, is it in accordance with the expectations of the people who process land certificates?
3. Document Study, namely collecting data by searching related documents in the form of books, policy documents, reports, archives in the form of writing, numbers or images, photographs that can provide information as additional data that can support research. Document study is a complement to data collection using observation or interview methods, which have high credibility.

Data collection carried out in this research was documented by taking pictures/photos, as well as recording the interview process with informants in video and audio form.

## **RESEARCH RESULT AND ANALYSIS**

### **Analysis of The Implementation of Land Certificate Service Management at The East Halmahera Regency Land Office**

The interpretation regarding the implementation of land certificate service management is based on the Principles of Management theory formulated by George, R. Terry (1979) as quoted by Yohannes Dakhi (2006), regarding the implementation of 4 (four) managerial functions, consisting of Planning, Organizing, Actuating, Controlling (POAC) in a series of actions to achieve organizational goals. The action related to this research is the implementation of land certificate services. However, the focus of this research only examines or analyzes 2 (two) of the 4 (four) managerial functions above, namely aspects of the planning (planning) and actuating (directing) functions with a phenomenal approach at the East Halmahera Land Office. The following is a description of the results of the interpretation analysis of these two aspects.



### **Planning Aspects Analysis**

In general, based on interview and observation data, planning the implementation of service actions involves structural organs starting from the head of office, section heads and section elements, to discussions of technical aspects that also involve the staff level of land office employees. Service implementation planning is also prepared referring to the provisions of vertical institutional regulations which regulate the implementation of the service in question, then translated in more detail into a series of service activities, accompanied by the distribution of employees involved according to the scope of responsibility, based on the function of sections or sections in the organizational structure.

That planning must take into account the targets to be achieved, the strategies implemented, and the resources owned. In this regard, the analysis of planning aspects in this research was carried out by interpreting data based on target indicators in the form of evaluating and formulating various alternative plans before taking action and ensuring that the plans are suitable and can meet service goals and targets, strategy indicators in the form of a description of the existence of coordination actions with an integrated policy communication pattern, as well as providing clear direction and appropriate resource allocation, as follows:

#### **a. Target Indicators interpretation result**

Interview data shows that the East Halmahera Land Office often holds monthly, quarterly evaluation meetings and annual budget formulation. For evaluation of service performance, it is carried out to assess the extent to which the targets of each service activity are met or not. This is then followed by determining alternative actions that suit the target (providing good service to the community). Secondary data also shows that the implementation of coordination and evaluation involves all relevant sections or elements in certificate services such as the rights determination and land registration section and other sections as well as staff elements involved.

#### **b. Strategy Indicator Interpretation Results**

The interpretation of this indicator is intended to obtain an overview of good coordination between elements, focus on service objectives, with rational and efficient planning principles in managing funds, as well as effective communication tactics to achieve service objectives. Interview data shows that East Halmahera Land Office employees have generally followed procedural guidance in implementing certificate services. In this regard, staff in providing certificate processing services have attempted to provide clear and detailed answers to the public regarding the conditions that must be met, coordinating with related elements such as the land rights determination and land registration section to provide information about the time period required to complete the certificate processing. However, there are often certain obstacles, such as the fact that service matters overlap between one resident and another, resulting in the service process being fast and making people have to wait a long time.

#### **c. Resource Indicators Interpretation Results**

The interpretation of this indicator is intended to provide a picture of good coordination between elements, focus on service objectives, with rational and

efficient planning principles in managing funds, as well as effective communication tactics to achieve service objectives. Interview data and field observations show that the Haltim Land Office employees in serving certificate processing have attempted to provide clear and detailed answers to the community regarding the conditions that must be met, coordinating with related elements such as the land rights determination and land registration section to provide information about the term the time required to complete the certificate processing. However, the employee who handles certificate services faces more than one person who handles certificates. Often there are also residents who have not fulfilled the requirements for completion and the processing is postponed. Fulfilling the requirements again when temporary employees serve the processing of other residents, causes previously determined scheduling such as carrying out site visits or mapping of other residents to be delayed. This makes people have to wait patiently. In this condition, employees are able to provide good responses and explanations to people's requests for acceleration, so that people understand.

### **Actuating Aspects Analysis**

In accordance with the definition of Actuating, which in Indonesian is moving or motivating the implementation of actions. So the analysis of this aspect is intended to obtain an overview of the extent of awareness of all relevant elements in the East Halmahera Land Office and employees trying to achieve good service standards in the implementation of services to the community who are processing certificates. In this context, actuating analysis also aims to determine the leadership's motivation and direction based on institutional provisions to be able to move section heads and employees to work together, with full self-awareness of responsibility and based on a leadership spirit, all employees work together to achieve service goals effectively. and efficient,

Data from the document study shows that the East Halmahera Regency Land Office is attempting to improve the quality of service gradually starting from coordinating internal office ranks, holding socialization meetings in order to provide understanding to all employees regarding the status of existence, duties and functions carried out by the institution in accordance with the Presidential Regulation of the Republic Indonesia Number 85 of 2012 concerning Amendments to Presidential Regulation Number 10 of 2006 concerning the National Land Agency. This aims to increase employee awareness and motivation in working to realize the institution's vision. The office leadership also at the meeting momentum provided an understanding regarding efforts to build public trust in the land office institution through improving services and legalizing land in the work area, namely East Halmahera Regency. including in this case the direction to adjust good service standards in accordance with the provisions of the Regulation of the Head of the National Land Agency Number 3 of 2010 concerning Land Service Counters which regulates the implementation of land services in Indonesia through land service counters.

The results of the analysis of this aspect in detail can be seen from the results of the interpretation of the following indicators:

**a. Reability Indicators Interpretation Results**

Interpretation of this indicator obtains a picture of whether or not there is fair and error-free service, by showing a sympathetic attitude and high accuracy. Interview data and field observations show that East Halmahera Regency Land Office employees have provided services fairly, without discriminating against members of the public who are processing certificates, all given the same attention, employees politely receive files, examine them and provide appropriate explanations. However, it has not been assessed as optimal, because there are still complaints from the public in the form of claims of slowness or delays in the service process, because the management is piled up by 1 or 2 serving employees. Here, even though the implementation has been carried out in accordance with the regulations and instructions that have been determined, due to the change in leadership, the policies have not been implemented in accordance with community expectations.

**b. Responsiveness Indicators Interpretation Results**

The interpretation of this indicator obtains a picture of whether or not there is an attitude of providing assistance with a friendly and polite attitude, providing clear information, providing support by understanding their needs to be served. Interview data shows that employees are quite responsive in handling people's requests, with a friendly and polite attitude from the start of the service process. This makes people who process land certificates feel satisfied with the service they receive and gives a good impression to employees. However, they often experience delays because there are employees who do not comply with discipline during working hours, such as often being late entering the work room after break time, and working while having conversations with fellow employees about matters outside the context of what they are serving, so that the service becomes a bit late. Comparison with observation data shows that the services provided start from the initial arrival of community members through consultations regarding certificate processing, fulfilling requirements and ensuring rates comply with applicable regulations. employees are responsive in serving, coordinating with each other between staff and operators or technical teams, until completion is as expected by the people who process the certificate.

**c. Assurance Indicators Interpretation Results**

The interpretation of this indicator provides an overview of whether or not there is clarity and guarantee of certainty for members of the public who process certificates from serving employees, regarding providing clear and fast explanations regarding requirements and procedures. timely completion of processing and application of appropriate fees or rates for types of services in accordance with applicable regulations. Next, provide support to the community by understanding their needs to be served. Data from interviews and observations show that East Halmahera Regency Land Office employees have provided good service to community members in processing land certificates, however, the certainty of completion time for processing is often missed. This is because the same employee is temporarily carrying out other tasks that must be coordinated. There are also other employees who are not competent, there are also employees who are often negligent in carrying out their duties.

#### **d. Transparency Indicators Interpretation Results**

Interpretation of this indicator provides an overview of whether or not there is an open attitude in providing information related to public affairs which is the responsibility of providing services to those in need. Data from interviews and observations show that East Halmahera Land Office employees have provided open information regarding procedures and regulations, including regulations regarding the requirement to provide transparent services regarding land certificate processing costs. This ensures that services are provided accurately and reliably according to promises, so that people feel satisfied when processing land certificates. The public's response gives the impression that regarding the problem of burdensome costs, the most important thing is clarity.

### **Analysis of Supporting Factors and Impediment of Implementing Land Certificate Service At The East Halmahera Land Office**

#### **1. Supporting Factor Analysis**

Interpretation of data from interviews with informants who received certificate processing services, for strategic office location indicators, shows that there is recognition that the office location is very strategic because it is easily accessible by public transportation. The results of field observations show that the office location is in the government center which is easily accessible to the public from various directions within the East Halmahera region. Meanwhile, the interpretation of indicators of community comfort, based on data from interviews and observations, shows that employees in providing land certificate services at the East Halmahera Land Office carry out polite, friendly behavior in rooms that are neatly and beautifully arranged, supported by the availability of good facilities and an office environment. which is clean and healthy, there is also a large parking area available. This condition makes people happy because of the comfort they feel when processing certificates

#### **2. Impediment Factors Analysis**

Analyzed based on employee/personnel and director (extension/socialization) resource indicators. This analysis is intended to find out in depth the condition of employee resources that can play an effective role or not, both in terms of number and competence in improving the performance of public service management. In this context, it relates to human resource management which has the main objectives, consisting of: (1) providing services that are faster, more accessible, easier and in accordance with the needs of service recipients; (2) developing human resource competencies to be able to provide better public services; (3) supporting programs to improve procedures, personnel, policies and organizational management, accompanied by increasing human resource capacity to fill positions in accordance with new roles and requirements in improving public service management performance.

Based on data from interviews and field observations as well as comparison with secondary data on the composition of the number of employees as described in the General Description of the Research Location, it shows that there is a lack of employees or officers in servicing land certificate processing at the East Halmahera Regency Land Office, which results in processing services that are often late. and requires people to be patient in queuing to process land certificates, which also has an impact on people's expenses because they have to go to the office repeatedly. Apart from there being a constructive opinion for the land office to overcome the problem of the number of employees by making efforts other than adding employees, it needs to be followed by training in the context of coaching and increasing competence in carrying out services as well as enforcing provisions to enforce employee discipline at work.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

Based on the research results, it was concluded that:

1. The implementation of land certificate service management at the East Halmahera Land Office has not yet run completely well and provided satisfaction for the entire community. From the planning aspect, there are clear targets and service program strategies as well as resources in the form of budget availability, however, at the implementation stage there are deficiencies in the aspect of guaranteeing certainty of timely completion. However, from the aspect of actuating ability, in terms of motivation to carry out actions with awareness to achieve service goals, there are still employees who are weak in the responsiveness indicator. For example, an employee who, while serving the community, is having a conversation with a fellow employee about something that is not related to the work or service being carried out, causing the work being done to be slow.
2. There are supporting factors in the form of a strategic office location in providing services as well as a comfortable office atmosphere. However, there is a constraining factor that has a real influence, namely the lack of employees in accordance with the workload of services that must be carried out.

### **Recommendations**

From the conclusion above, it is recommended to:

1. The leadership of the relevant agency, in this case the head of the East Halmahera Land Office, needs to increase the application of employee discipline in their work and provide action or sanctions to employees who are not disciplined in their work. In addition to efforts to increase the number and quality of employee human resource capabilities according to the need for competency and skills needed to ensure the implementation of land certificate service management can run effectively and efficiently in order to improve the performance of good land certificate services.
2. Every employee must have the awareness and work motivation to ensure that aspects of land certificate service management at the East Halmahera Regency Land Office can run well. In this way, it can increase public satisfaction in receiving services.

## REFERENCES

- Follet, Mary Parker. 2007. *Manajemen*. Jakarta: Indeks
- Griffin. Ricky, 2004. *Manajemen Jilid 1*, Edisi 7. Erlangga. Jakarta.
- Harsono, Budi. 2006. *Hukum Agraria Indonesia Himpunan Peraturan-peraturan Hukum Tanah*. Djambatan. Jakarta
- Moenir, H.A.S. 2010. *Manajemen Pelayanan Umum Di Indonesia*. Bumi Aksara : Jakarta
- Moenir, H.A.S. 2014. *Manajemen Pelayanan Umum Di Indonesia*. Bumi Aksara : Jakarta
- Moleong, J. Lexy. 2005. *Metode Penelitian Kualitatif*. PT. Remaja Rosad Karya. Bandung.
- Nandang, Alamsyah. 2002. *Administrasi Pertanahan*. Universitas Terbuka. Jakarta
- Sugiyono, 2011. *Metode Penelitian Administrasi*. Alfabet. Bandung.
- Sutopo. H.B. 2006. *Penelitian Kualitatif ; Dasar teori dan terapannya Dalam Penelitian*, Uversitas Sebelas Maret. Surakarta.
- The Liang Gie. 2000. *Administrasi Perkantoran*, Edisi Revisi. Mandar Maju Griffin Bandung.
- Terry, GR Leslie W. Rue, 2011. *Dasar-Dasar Manajemen*. PT. Bumi Aksara. Jakarta.
- Terry, G.R.. 2011. *Prinsip-Prinsip Manajemen*. Bumi Aksara. Jakarta.
- Viljoen, J. (1997). *Strategic Management: Implementing Succesfull Corporate Strategic*. Melbourn: Longman.

## Nternet Access

- Aswani, Andi Arini, 2022. Kualitas Pelayanan Dalam Pembuatan Sertifikat Tanah Di Kantor Pertanahan Kabupaten Mamuju. <http://repository.unhas.ac.id/id/eprint/17913/2/E011181518> (diakses tanggal 2 November 2022)
- Anonimous, Arti Kata Pelayanan di Kamus Besar Bahasa Indonesia (KBBI) <https://kbbi.lektur.id/pelayanan#> diakses pada tanggal 24 Oktober 2022
- Suriani, 2018 Manajemen Pelayanan Sertifikat Tanah Di Badan Pertanahan Nasional Kota Makassar. <https://digilibadmin.unismuh.ac.id/upload/372> (diakses tanggal 24 Oktober 2022).
- Priharto Sugi, 2022, Manajemen Bisnis: Pengertian, Fungsi, Komponen, dan Tips Mengelolanya, <https://gajihub.com/blog/manajemen-bisnis/> (diakses tanggal 27 Oktober 2022)

## Journal

- Dakhi, Yohannes, 2006. IMPLEMENTASI POAC TERHADAP KEGIATAN ORGANISASI DALAM MENCAPAI TUJUAN TERTENTU. STIE Nias Selatan. Jurnal Warta Edisi 50
- Hon Liung dan Tantri Yanuar R.S, 2017. Pengaruh Kualitas Layanan Terhadap Kepuasan Dalam Meningkatkan Loyalitas di Moderasi Harga. Jurnal Ekonomi Volume 8 Nomor 2.

## Legislation

- Undang-Undang Nomor 5 Tahun 1960 tentang Undang-Undang Pokok Agraria,  
Undang- Undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik.  
Peraturan Pemerintah Nomor 24 Tahun 1997 tentang Pendaftaran Tanah.

Peraturan Pemerintah Nomor 128 Tahun 2015 tentang Jenis dan Tarif Atas Jenis Penerimaan Negara Bukan Pajak Yang Berlaku Pada Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional.

Keputusan Menteri Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional Nomor 1 tahun 2010 Tentang Standar Pelayanan dan Pengaturan Pertanahan

Keputusan Menteri Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional Nomor 17 tahun 2020 Tentang Organisasi dan Tata Kerja Kantor Wilayah Badan Pertanahan Nasional dan Kantor Pertanahan

Peraturan Kepala Badan Pertanahan Nasional Nomor 3 tahun 2010 Tentang Locket Pelayanan Pertanahan.