


The Implementation Of The ATR/BPN E-Office Policy Implementation On Land Services At The Land Office Of Bandung Regency

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Article Info	ABSTRACT
Keywords: Ministry of Agrarian Affairs and Spatial Planning, National Land Agency, good governance, bureaucratic reform, digital technology	The Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) seeks to realize good governance through bureaucratic reform and the use of digital technology in public services, especially with the implementation of e-office. This study aims to analyze the effect of e-office policy implementation on land services at the Bandung Regency Land Office. The method used is an explanatory survey with respondents consisting of e-office administrators. The results showed that the implementation of the e-office policy was able to improve the efficiency of land services, although there were obstacles such as lack of staff training and ineffective communication. The conclusion of this study emphasizes the importance of leadership support, employee training, and the provision of adequate facilities to improve service quality. It is hoped that this research can serve as a reference for the development of better service policies and practices in the future.
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INTRODUCTION

Based on Presidential Regulation of the Republic of Indonesia Number 47 of 2020 concerning the Ministry of Agrarian Affairs and Spatial Planning, Article 4 explains that the Ministry of Agrarian Affairs and Spatial Planning has the task of organizing government affairs in the fields of agrarian/land and spatial planning to assist the President in organizing state government.

As a push towards becoming a world-class institution, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) through the advancement of the digital era, wishes to continue to provide better services to the public. According to Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, that Bureaucratic Reform of each institution must implement good governance, namely a clean and accountable government, an effective and efficient government, and quality public services with reference to a workflow in accordance with the Standard Operational Procedures (SOP) for the implementation of good governance.

Quoted from Presidential Regulation Number 81 of 2010 Concerning the Grand Design of Bureaucratic Reform 2010-2025 that the government workflow shows several unique characteristics; they require high collaboration, compliance with SOP. To realize these needs, administrative reform is needed, by means of:

1. Adaptive workflows - Create user-friendly and flexible workflows based on the needs of the Department. If a workflow is not producing the expected output; the system allows government organizations to analyze and redefine the workflow.
2. Seamless integration with content management systems, Government processes are inherently document-intensive. Easy integration capabilities serve as a one-stop solution for handling paper and electronic documents. Furthermore, imaging and mobile access capabilities enable scanning and sharing of documents anytime, anywhere.
3. Real-time monitoring and tracking capabilities – the system offers a continuous process improvement environment. Intuitive dashboards facilitate tracking and monitoring, which can lead to the identification of problems or bottlenecks in the process, thus enabling a department to function better.

In its implementation, good governance has become the most prominent discourse in the management of government administration today. This is in line with the demands for modernization of government administration in order to accelerate and facilitate the completion of documents and official letters of government agencies. Information and Communication Technology as a supporter of main tasks and functions has not been utilized optimally to increase efficiency and effectiveness including supporting office administration. Utilization of technology can be done by changing the manual administration system to a computerized system.

Managing large implementations with high volumes, in the case of creating bureaucratic reforms that are in synergy with the country's ideals and the automation of secretariats across the region (Central Government), involving the transformation of processes across various departments within a country, requires a system with concurrency capabilities for more than five thousand users. E-office will allow to take on this burden seamlessly and also scale it up if needed.

Every policy must be able to be implemented, therefore Nugroho (2018:367) emphasized that "implementation is part of the policy process in the context of achieving policy performance, so implementation has an important role in the policy process because a policy supported by the highest authority is not necessarily effective as long as the implementing bureaucracy at the lower level is unable or unwilling to implement it due to constraints at their level".

Today in the information age, digital is pushing us forward and saying that a paperless government future is plausible. To realize a paperless office, automated processes are key. E-office is a step forward towards paperless and automated administration. Because e-office is able to automate and change various administrative processes (Bansal, 17 November 2016).

Paperless (e-office) is the future and needs to be adopted to reap its benefits. With the government opting for change management, there is a need to use systems that address current business needs but are also scalable to meet future requirements (Bansal, November 17, 2016). At that time, the Minister of ATR/Head of BPN Sofyan A. Djailil revealed that the implementation of e-office at the Ministry of ATR/BPN would be carried out this year.

"We will scan all land archives and enter them into an e-office application so that they are easier to store and search, everything is digital, we will hand over the physical archives to the landowner to maintain, like the police who no longer keep invoices."

Another addition is that in Indonesia e-office is currently used more by the private sector, while in government e-office has just been developed. Then another problem, the manual system that has been run by the Government is considered inefficient because it takes time and effort in the document distribution process. Another problem in the manual system is that document storage requires only space in the office which makes the office space increasingly cramped and messy.

The Ministry of ATR/BPN, which consists of several work units spread across several Land Offices throughout Indonesia. One of them is the Bandung Regency Land Office. Each work unit of the Ministry of ATR/BPN, which means each Land Office, has the same duties, authorities, and responsibilities, namely in the field of land services, which of course will be in accordance with the Service Standards (SP) of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.

Based on the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 4 of 2017 concerning Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency regarding weighing grains (a) it is stated:

"that the provisions regarding service standards and regulations in the land sector for the provincial and district/city levels have been regulated in the Regulation of the Head of the National Land Agency Number 1 of 2010 concerning Service Standards and Land Regulations."

This describes that all service standards and regulations in the land sector for the provincial and district/city levels have been regulated in the Regulation of the Head of the National Land Agency Number 1 of 2010 concerning Land Service Standards and Regulations, which means that the implementation and use policies for e-office will be in accordance with the service standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.

In accordance with the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 4 of 2017 concerning Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency as stated in Article 1 paragraph (1) Service Standards are the Service Standards of the Ministry of Agrarian Affairs and Spatial Planning of the National Land Agency, hereinafter referred to as the SP Ministry, which are guidelines for organizing services to the community in the context of quality, fast, easy, affordable and

measurable services. The Service Standards have the objective in accordance with the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 4 of 2017 concerning Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency as stated in Article 1 paragraph (2) the purpose of establishing the SP Ministry as referred to in paragraph 1 is to realize orderly Administration in the implementation of government and improve the quality of service to the community.

As stated in the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 4 of 2017 concerning the Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency as stated in Article 2 paragraph (1) states that the Ministry's SP as referred to in Article 1 includes: (a) requirements; (b) procedures; (c) service period; (d) costs or rates; (e) service products and (f) handling of complaints, suggestions and input.

METHOD

Based on the above, the author succeeded in conducting research at the Bandung Regency Land Office, located in the Bandung Regency Government Complex in Soreang, in February-July 2023. The Land Office is led by the Head of Office who is assisted by a Head of the Administration Sub-Section and 5 Supervisory officials from the Technical Section, each of which has 4 e-Office implementing admins, plus admins from the Head of Office secretariat. These admins are the respondents in this study. The researcher must first determine the method to be used, because this is a guideline or steps that must be taken in the study that will lead the researcher to a research conclusion which is a solution to the problem being studied. The steps in a study are called research procedures or research methods. The research method will contain several specific tools and techniques that are used to test a research hypothesis, this is in line with the opinion put forward by Surakhmad (1998:131) who states that:

Method is the main way used to achieve a goal, for example to test a series of hypotheses using certain techniques and tools. The method is used after the investigator considers the reasonableness reviewed from the investigation and from the investigation situation.

Sugiyono (2008:1) stated that: "research methods are basically scientific ways to obtain data with certain goals and uses". The method that will be used in this research is the explanatory survey research method. The explanatory survey method is a research method that is carried out on large or small populations, but the data studied is data taken from samples of the population, so that descriptions and relationships between variables are found.

According to Masri Singarimbun and Sofian Effendi (1989:5) stated that "The method explanatory survey namely a method to explain the causal relationship between two or more variables through hypothesis testing". Meanwhile, according to Sanapiah Faisal (2007:18) explains that: Explanatory research is research that is intended to find and develop theories,

so that the results or products of the research can explain Why or why (what antecedent variables influence) the occurrence of a particular social symptom or reality)

The object of the study of explanatory survey research is to test the relationship between hypothesized variables. In this type of research, there is clearly a hypothesis that will be tested for its truth. The hypothesis itself describes the relationship between two or more variables, to find out whether a variable is associated or not with another variable, or whether a variable is caused/influenced or not by another variable.

This study was conducted using two research variables. Therefore, the form of the relationship is only based on two variables, namely the independent variable and the dependent variable. The two research variables are the independent variable, policy implementation and the dependent variable, namely the Service Standards of the Ministry of ATR/BPN.

The implementation of the policy is intended to be the implementation of policies related to the ATR/BPN e-office program as a digital change management for the progress of the future of paperless government and is a step forward towards paperless and automatic administration. Meanwhile, the Service Standards of the Ministry of ATR/BPN can be seen from the classification of its progress, namely according to the Regulation of the Minister of Agrarian Affairs/Head of the National Land Agency of the Republic of Indonesia Number 4 of 2017 concerning the Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency in Article 2 paragraph (1) of the SP of the Ministry of ATR/BPN as referred to in Article 1, including: (a) requirements; (b) procedures; (c) service period; (d) costs/tariffs; (e) service products; and (f) handling of complaints, suggestions and input.

The implementation of e-office policy on land services at the Bandung Regency Land Office is the implementation of a policy in the Agrarian Spatial Planning/National Land Agency environment, especially the Bandung Regency Land Office. In relation to this research, how the Implementation of the e-Office Application Program Policy on land services at the Bandung Regency Land Office is viewed from the perspective of Implementation theory, the researcher refers to the opinion of Van Meter and Van Horn in Wahab (2001:79) which states that the dimensions for regulating a policy implementation consist of

1. Policy size and objectives,
2. Sources of policy, Characteristics or nature of implementing bodies or agencies,
3. Communication between related organizations and implementation activities, the attitudes of the implementers and;
4. Economic, social, and political environment; the last thing that needs to be considered in order to assess the performance of policy implementation is the extent to which the external environment contributes to the success of public policy. An unfavorable social, economic, and political environment can be a source of problems for the failure of policy implementation performance. Therefore, policy implementation efforts require a conducive external environment.

Looking at the description of the Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency in the Regulation of the Minister of Agrarian Affairs/Head of the National Land Agency of the Republic of Indonesia Number 4 of 2017 concerning Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency in Article 2 paragraph (1) of the SP of the Ministry of ATR/BPN as referred to in Article 1, includes:

1. Requirements;
2. Procedure;
3. Service period;
4. Fees/rates;
5. Service products; and
6. Handling complaints, suggestions and input

This study aims to determine and analyze the magnitude of the influence of the implementation of the ATR/BPN e-office policy on land services at the Land Office of Bandung Regency - West Java. In addition, to determine and analyze the magnitude of the partial influence of the influence of policy implementation is measured through the dimensions of the size and objectives of the policy, sources of policy, characteristics or nature of implementing agencies/agencies, communication between related organizations and land service implementation activities, attitudes of implementers and the exopol environment at the Land Office of Bandung Regency.

The ATR/BPN e-Office Policy at the Bandung Regency Land Office is a form of land service policy that aims to provide easy land services to the community. In accordance with the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 4 of 2017 concerning the Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency as stated in Article 1 paragraph (2), the purpose of determining the SP Ministry as referred to in paragraph 1 is to realize orderly Administration in the implementation of government and improve the quality of service to the community.

RESULT

The results of the study indicate that the organization's plan to achieve organizational goals, in the implementation of its activities there is an implementation of policies that require implementers to be able to do what is expected to be done in the form of the ability to implement policies. Factors such as under-trained staff, or too much work, not responsive in service will be obstacles in achieving excellent service.

The conclusion of the study is compiled based on the research questions, the results of data analysis and its discussion. Overall, the results of the study on the Implementation of e-Office Policy on Land Services at the Bandung Regency Land Office can be concluded as follows:

- a. The goal to be achieved.

The purpose of whichThe goal to be achieved in e-Office activities is to facilitate land services, in this case the leadership and implementing elements are expected to have

the same goal so that the community as users of land services can get satisfaction in the form of clear and timely services at costs according to the provisions that have been set.

b. Source of policy/ Nature of implementing agency.

The e-Office land policy at the Land Office in making land certificates is intended to provide clear status for land owners. It is expected that every plot of land has a certificate by providing socialization to the community including ease in making certificates,

c. Communication between organizations regarding activities and attitudes of implementers.

This is a determining factor for the success of the implementation of e-Office policies because communication between leaders/policy makers and implementers, or internal communication between implementers and other implementers can determine the success of the desired goals, because with communication all parties can understand the goals and implement them according to the expected targets.

d. Economic, Social and Political Environment

Factors outside the organization also supports the successful implementation of the e-Office policy for land services at the Bandung Regency Office, including the availability of adequate information facilities on land services, the provision of facilities for providing suggestions and criticism from the public for improving land services, other supporting factors are the provision of facilities and infrastructure for land services including a budget to improve the quality of public service employees.

By looking at the research results in the conclusion above, it is necessary for me to provide suggestions regarding the implementation of the ATR/BPN e-Office policy for Land Services at the Bandung Regency Land Office, so that it can be used as an instrument to improve land services:

a. Policy implementation will achieve better results if the leader can encourage the implementer according to the service mechanism or procedure, can be understood by the implementer so that they are able to act consistently with the basic measurements and objectives of the e-Office policy. This can be done starting from the recruitment of implementers and assignment/placement of implementing officers, ideally the implementer is able to carry out the work period according to the SOP, meaning that every file that comes in is complete and can be processed and completed on time.

b. In improving the quality of service, it is also necessary to implement policies by giving awards to employees who excel or providing incentives to employees so that they can increase the satisfaction of good applicants at the Bandung Regency Land Office. As well as the role of leaders in controlling the work of their subordinates and also control from subordinates to superiors so that in addition to creating a good relationship between leaders and so that togetherness is created in carrying out tasks to achieve common goals, it is also expected to increase applicant satisfaction. In addition, there needs to be clear sanctions if the executor cannot carry out the task.

- c. Things that are done by the Bandung Regency Land Office to improve performance include implementing policies by providing mental coaching, education and training so that they are able to work consistently according to SOP, and carrying out promotions and transfers to employees so that maximum service can be created according to the organization's expectations.
- d. Referring to the results of this study, namely the discovery of other factors in this study that are quite high, then from the results of the study which show that the other factors are very necessary to conduct further research, to find other factors outside the implementation of policies and service quality, which are more dominant and have an influence on applicant satisfaction such as the variables of facilities and infrastructure, budget, welfare in the form of increased performance allowances and so on, with the hope of making the motivation of implementers and leaders in improving land services.

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