

The Efficiency of Employee Performance in Enhancing the Service of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency of Biak Numfor Regency on Providing Land Certificates

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Abstract

The efficiency of services has been established as the foundation for imaging for persons in need of services. The purpose of this study was to determine the efficiency of employees' performance in surprising the service of issuing land certificates at the Ministry of Affairs and Spatial Planning / National Land Agency in Biak Numfor Regency, based on factors that could affect the quality of Regional Taxpayer Identification Number services, as well as their inhibitory factors. The findings of this study reveal that employee performance has not been effective in increasing the service of issuing land certificates in this office, as evidenced by a shortage of human resources and a low degree of employee knowledge of work discipline. Additionally, the prostemy's means are kept to a minimum at the office, which is geographically located near the communities. As a result, different repair operations must be carried out by the Ministry of Affairs and Spatial Planning/National Land Agency's headquarters, as well as by heads and staff at the Ministry of Affairs and Spatial Planning/National Land Agency of Biak Numfor Regency office. Additionally, the findings of this study support the need for additional research to demonstrate efforts to supervise and evaluate human resources, service management, and infrastructure facilities in order to increase employee efficiency in generating land certificates quickly, evenly, and effectively, which impacts employee satisfaction and equitable service at The Ministry of Land. The solution to the constraints encountered during the efficiency process at the Supiori Regency Bapenda office is as follows: (a) increase the number of employees and improve employee education with a high school diploma or equivalent to a Bachelor's degree (S1) to increase competence; (b) prioritize fast service by increasing network connection access to the server; and (c) service procurement.

Keywords

human resource management; employee efficiency; service improvement; land certificate



I. Introduction

The efficacy of employee performance is a vital issue in the state's life in the process of administering government, both at the central, provincial, and regency levels. The question is how to establish or create a good and transparent government system that serves the community's interests. As a result, the government must provide public services to ensure the community's wellbeing.

Citing the (Presidential Regulation Number 97 of 2014 concerning the implementation of integrated services in improving service and to realize legal certainty, openness, and accountability, one form of legal certainty such as land certificate;

Regulation of the Minister of Agria and Spatial Planning No. 2 of 2015 concerning service standards). Therefore, in realizing the successful implementation of programs depends on regional government and the people who are in the regency itself. The obstacles that are often faced in the Papuan region are human resources or human resources very lacking for a very broad administrative area. In addition, the access or range of remote remote areas is very lacking, electricity facilities that are very supportive of the program are still rather difficult in remote areas, as well as the people's understanding of the importance of land certificates as proof of land rights. But with all the limitations of the government through the Ministry of Affairs and Spatial Planning/National Land Agency / National Land Agency tried to answer all the challenges by hearing direct aspirations of the community.

According Efendi in Septiani Edam, S. Pangemanan (2018) efficacy is the communication that a process accomplishes anticipated goals within the budgeted expenses, the given timeframe, and the specified personnel. Thus, indicators of efficiency in the sense of attaining targets or set goals can be viewed as a measurement of whether a target was met in accordance with the plan. The efficiency of an organization may be measured namum is not straightforward, since efficiency can be assessed from a variety of perspectives and depending on who assesses and interprets it. If an organization achieves its objectives, it can be called to be effective.

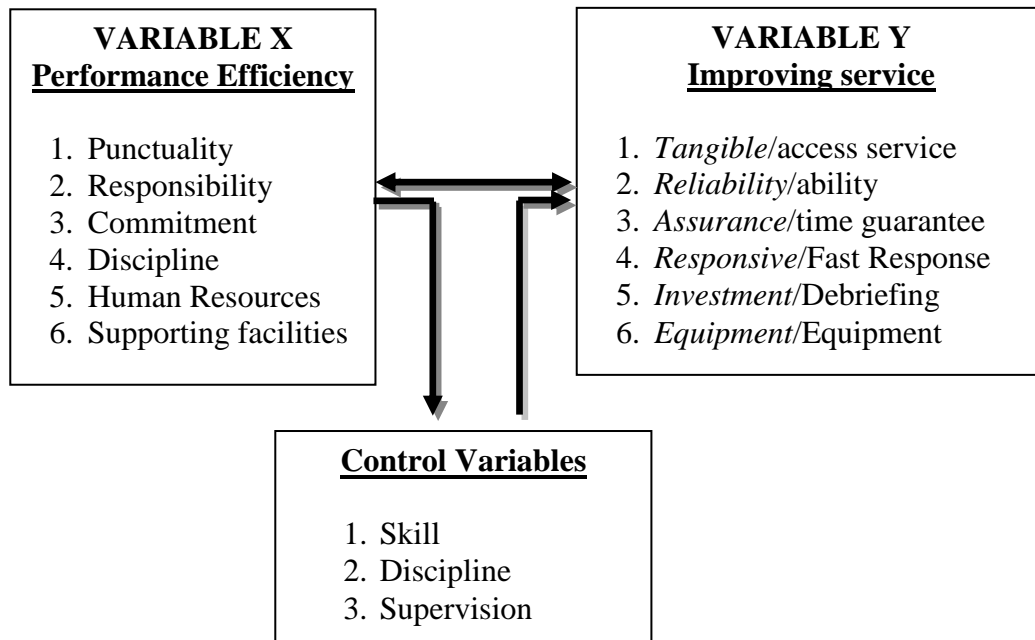
According to Whitmore in Hamzah (2012), performance is the ability of someone to carry out required functions. According to Whitmore, an understanding is one that demands the bare minimum requirements for success. As a result, Whitmore asserts that the representatives' performance bears a significant amount of responsibility for someone's work. Dessler defines performance as "work performance," namely the comparison of the results of specified standards. Whereas, according to Mangkunagara, performance is the consequence of both the quality and amount of labor accomplished by an individual in carrying out assigned tasks. In other words, performance is a representation of someone's labor; in other words, performance is a person's performance. For this work is related to the tasks performed by someone who is responsible for him. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. According to Robbins in Riadi (2016), performance can be measured using six (six) factors, including quality, quantity, timeliness, efficiency, independence/responsibility, and job dedication.

According to Cashmir (2010), general service is any activity that is intended or targeted at bringing satisfaction to consumers; with this service, client desires and requirements can be met. According to Berry et al. (1988) a measure of customer satisfaction is located in five (five) dimensions of service quality based on what consumers say. The five service quality dimensions are subdivided into the following sub-dimensions (Ramseook-Munhurrin et al., 2010): Tangibles (service quality in the form of office physical facilities, computerized administrations, waiting rooms, and information centers), reliability (providing trusted services), Responsiveness (Service quickly and precisely in response to consumer desires), and Assurance (ability and friendliness) (attitude of concern for consumers). Performance management systems are set to aid organizations in order to design and organize what they should do, deliver precise and proper feedforward and feedback on how they are doing. And inspire remedial behavior as and when needed (Anthony & Govindarajan in Mansaraj, 2020).

With the numerous theoretical justifications presented above, the author's conceptual framework for this study is based on Robbins' thesis, as described by Riadi (2016), that there are six (six) indicators for measuring performance. Whereas in the service context,

the author applies Zeithaml's (1990) theory (Purba et al., 2020), which states that service quality can be quantified along five dimensions. The author's theory is depicted in the framework below (Berry et al., 1988):

Conceptual Framework



II. Research Methods

This study employs a qualitative descriptive method / approach in light of the subject matter. According to Sugiyono (2014), qualitative research is a method for examining the status of natural items. Qualitative research places a higher premium on meaning than generalization. Gunawan (2013) stated the same thing, that qualitative research aims to create sensitivity to the difficulties encountered, to explain the reality underlying the Grounded Theory, and to establish a knowledge of one or more of the phenomena encountered.

Thus, the analysis of qualitative data in this study will be conducted utilizing an interaction model-based data analysis design that includes data reduction, data display, and conclusion withdrawals. The author uses this approach to examine the efficacy of employee performance in terms of enhancing the service of issuing land certificates at the Ministry of Affairs and Spatial Planning/National Land Agency in Biak Numfor Regency.

III. Results and Discussion

The author has received the results based on the results of interviews with several employees at The Ministry of Agrarian Affairs and Spatial Planning / National Land Agency in Biak Numfor Regency. The author conducted an interview with the Head of the Land Infrastructure Section of Mr. Prasetyo Wibowo, which acted as a spokesman for the head of the office, Head of Legal Relations Section Nouva Tamboto, Mother's Land Office Staff Nadia F. Khoirunnisa, A P. And Staff Rizky Berry Fun Counter Staff. The results of the interview include the following.

3.1 The efficiency of employee performance in enhancing the service of the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency in the Biak Numfor Regency on providing land certificates

a. Employee performance efficiency

Before delving into the problem of employee efficiency in accomplishing the Land Office of Biak Numfor Regency's primary tasks and activities as a government apparatus, it is necessary to consider how an organization can be said to achieve goals effectively. Or, in other words, what criteria were previously employed to determine if an organization was capable of achieving the appropriate level of efficiency in achieving its objectives.

Efficiency of employee performance may undoubtedly be measured if each agency establishes the parameters and measures of each employee's performance. This must be done to ensure that services are provided to those in need for an extended period of time. As a result, employee performance can be said to be effective if each employee of the agency has a clear understanding of the project on which they are working.

The efficacy of staff performance in providing public services, particularly at the Land Office in Biak Numfor Regency, can be demonstrated in the following indicator explanations:

1. Punctuality

On-time service has a strong correlation with performance efficiency. As a result, the quality of this service is critical, as it will have a direct impact on the agency's reputation. Agencies will benefit from high-quality service. However, if an agency has a positive perception among consumers / members of the community, the community will supply positive feedback.

In relation to the services rendered to the community by the Biak Numfor Regency Land Office in terms of issuing land certificates, the efficiency of employee performance in terms of timeliness in the service of issuing land certificates at the Biak Numfor Regency Land Office has been properly carried out. The file that must enter the registration counter follows the SOP to expedite the process, as all services are available online and can be viewed for the duration of each file. However, services for clerks connected to effective performance have not been optimized; this is due to the network connection to the server being unavailable during peak service hours and is expected to be repaired or added as extra hours at night to augment or balance the workload.

2. Responsibility

The government bureaucracy is required to be able to provide the best service to the community. Good and quality services can be fulfilled if bureaucrats as public services are responsible for carrying out service tasks, and responding to any complaints raised by the community. Law of the Republic of Indonesia number. 25 of 2009 concerning Public Services explained "that the state is obliged to serve every citizen and residents to fulfill its basic rights and obligations in the framework of public service which is the mandate of the 1945 Constitution." It was also explained in the Law of the Republic of Indonesia Number, 25 of 2009 in the First Section of Chapter II Article 2, the Public Service Law was intended to provide legal certainty and relations between the community and organizers in public services. The responsibility of an employee in providing good service to the creation of an effective performance.

Based on the results of interviews in the context of responsibility, employees have completed their respective assignments and functions according to their position, and are fully responsible for the task in making land certificates. Every employee is supervised and assessed by his superiors through SKP (employee performance targets). From the Computerized KKP Application of Land Activities can also be seen the

workload / arrears of each employee, and the boss can reprimand or provide a solution to red service files or have passed the time limit according to the set SOP. Although it cannot be denied that in providing services, of course there are constraints such as network interference on connection to servers at service hours.

3. Commitment

As an employee of the state apparatus, commitment is required, specifically the commitment to perform work professionally and give exceptional service to the community. Employees with a strong organizational commitment will go above and beyond to be more productive, which will ultimately benefit the organization by enabling it to meet the needs and satisfy the community.

As a result of employees' commitment to delivering services to the public regarding the issuance of land certificates, the Land Office of Biak Numfor continues to improve, realizing the commitment of the existing land service, which has been transformed from manual to digital. With the transition to the digital era, land services are expected to improve in quality and speed, which means that all personnel must be committed to continuous learning in order to maintain their knowledge and abilities in the digital era. Employees already shown a strong dedication to improving the efficiency of service delivery at the Biak Numfor Regency Land Office, as evidenced by their ability to operate collaboratively, compactly, and responsibly.

4. Discipline

To develop high-quality human resources, strict discipline is required. According to Werdhiastutie et al (2020) the development of human resources should focus more on increasing productivity and efficiency. This can be realized because today's competition, especially among nations, is getting tougher and demands the quality of strong human resources as managers and implementers in an organization or institution. As a result, the organization must foster a culture of work discipline in order to accomplish goals. The Government Regulation No. 53 of 2010 governs the requirements and prohibitions regarding PNS, as well as the penalties that will be imposed on government officials for violations. With the adoption of Government Regulation No. 53 of 2010 establishing the PNS Discipline It is intended to be able to develop trustworthy, professional, and moral civil employees as government organizers who adhere to Good Governance ideals.

According to the findings of the interviews, the discipline of staff at the Biak Numfor Regency Land Office cannot be implemented optimally. This is because there are still some employees who arrive late, and in order to anticipate these employees who are required to carry out morning apples every hour at 8:00 a.m. and afternoon apples every half-hour after half-hour 5 p.m., monitor their presence to ensure that employees begin to be disciplined in attendance. Apart from verbal reprimands until a written reprimand is issued directly by a supervisor, those who breach the working hours discipline face a reduction in performance allowances (Tukin) in accordance with applicable regulations. Even though it frequently receives reprimand from leaders, there are still individuals who arrive late.

5. Human Resources

Human resources are the most critical component of providing services in both private and public enterprises. As a result, any organization needs have human resources that are qualified in their respective fields of employment. The more skilled human resources an institution has, the greater its potential for advancement.

Human resources are involved in this situation, specifically the personnel of the Biak Numfor regency office. According to the interview results, employee HR in this

office is still unsatisfied, as evidenced by the organizational structure, which still has many vacant heads of subsecaps / echelon 5 and an insufficient number of employees in other positions, indicating that they still require additional employees to maximize service. Human resources are still far short of what this organization desires, as the number of employees in the land office is still dominated by those with only a high school education. This degree of education undoubtedly has an effect on the services given to the community.

6. Supporting facilities

In general, facilities and infrastructure are supporting tools for the success of an effort process in public services, because without these two items, all actions will fail to produce the desired results in accordance with the plan. As is the case with the Biak Numfor Regency Land Office, supporting facilities are critical in the process of issuing land certificates to the community. According to the interview, supporting facilities are still severely deficient; not all officials / employees live in official housing; official automobiles are also reserved for office heads; field operations vehicles are damaged, necessitating the rental of a car. Additionally, the motorcycle is reserved for sexy heads; not all staff are provided with official motorcycles. Land certificates must be created online, but existing servers continue to have difficulties. The future hope is to submit a plan for the construction of new official residences and the repair of current official houses, as well as the procurement of vehicles for operational field activities. Additionally, it is a more adequate repair of servers, allowing for faster service.

b. Improved service

Public services are always related with an action carried out by an individual, a group of individuals, or a specific agency to aid and facilitate the community in achieving a specific goal. If the government is a bureaucratic organization engaged in public services, then government bureaucratic organizations are the primary public service organizations. Community services need that every part of the institution work together to give an exceptional level of service to the community. According to the Minister of State Apparatus Empowerment's resolution No. 63 of 2004, "the nature of public services is the provision of great service to the community, which is the fulfillment of the Government Apparatus's role as Abdi Society." To improve community service, government entities must, of course, pay attention to the following elements:

1. Tangible/ access service

Technological advancement is one type of development that occurs over time. Today, technology has advanced at a breakneck pace, particularly in the fields of information and communication. With extensive usage of information and communication technologies, the government must likewise leverage them to enhance the quality of public services. As with the Land Office of the Biak Numfor Regency, access to services to the public has been improved by referring to the e-government mechanism that enables individuals to readily obtain information about what they need. Based on the results of the interviews, it can be concluded that access to land services at the Biak Numfor District Office has been adequate; a service counter, an information counter, and a complaints counter have been provided, along with a waiting room. As previously stated, current land services are digital / online-based, with applicants able to access Online Land Information. In a variety of formats, including SMS, webpages, and smartphone applications for Android and iOS. However, the community still lacks information and access to regions for disseminating information such as that in the thread. The Land Office of Biak Numfor District has made every effort to maximize public access to services, but has not yet done so due to the constraints of the barriers

encountered, which are highly complex, such as the geographical position of the villages in Papua.

2. *Reliability/ ability*

Ability is a byquirm for a person that is determined by their surroundings, their ability to get along with others, and their level of education. All of this can be acquired through a range of experiences or brought with you, as he indicated that the family stresses (parents). According to the interview findings, the ATRBPN personnel of Biak Numfor have been sufficient in terms of capability / quality in terms of service improvement. However, in terms of quantity or the amount that is still lacking, it can be determined that in this situation, the ability to operate in each field is fairly good, with the main issue being the insufficient number of personnel to provide exceptional service.

3. *Assurance/ time guarantee*

To determine the extent to which the quality of public services delivered by the State Apparatus meets standards or processes, time guarantee is a critical factor in eliciting favorable response from the community. According to the results of the interviews, while all services at the Land Office of the Biak Numfor procedure adhere to the SOP, there are still several that do not. This is due to the fact that there is still a rebuttal or incomplete file, the internet is slow, and human resources are being diverted to routine and PTSL services (complete systematic land registration). According to data from the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, numerous operations for issuing land certificates fall short of the target time specified in standard operational procedures due to issues such as bordering issues in the field, application The agriculture ministry and spatial planning are unavailable during the day because the central server, which serves as the only controller of online-based services, is overburdened, impeding service delivery.

4. *Responsif/ Fast Response*

Responsiveness quantifies an organization's ability to capture inhabitants' and service users' expectations, desires, goals, and demands. As a result, service providers must be able to ascertain consumers' requirements and preferences and then deliver services in accordance with their wishes and needs. Biak Numfor Regency Land Office's service continues to improve. According to the results of the interviews, the services at ATRBPN Biak Numfor are responsive in their treatment of applicants since they provide online information that is accessible to all circles based on their interests. Delays are typically caused by slow internet networks due to their online nature or by staff who are split between ordinary services and PTSL project operations (complete systematic land registration).

5. *Investasi/ Debriefing*

To expedite the implementation of the service of creating certificates and to ascertain the effective implementation of the service At the district / city level, the Ministry of Affairs and Spatial Planning / National Land Agency, or more often known as the Land Office, is continually giving technical guidance to promote agrarian reform. Agrarian Reforms are about structuring the structure of mastery, ownership, use, and utilization of land that is more than simply about asset arrangement and is accompanied by constructing access to prosperity for the Indonesian people.

In line with the government's programs, specifically the ministry of agrarian affairs and spatial planning / National Land Agency Biak Numfor Regency, they must be implemented on time to promote fluency. According to the findings of the interviews, ATRBPN workers continue to be refined through training or training or courses in their

respective sectors. The activity was held twice a year or more by PPSDM (Center for Human Resource Development) in Bogor, with training taking place in the Regional Office. PPSDM ATRBPN's training is currently conducted entirely online using the eLearning approach.

6. Equipment/ Equipment

In general, facilities and infrastructure are the successful support tools for a process of public service efforts, because without these two items, no activity will be able to produce the desired results according to plan. Moenir (1992: 119) indicates that means include all types of equipment, work equipment, and facilities that serve as the primary / assistive tool in the execution of work, as well as in the context of work organization-related interests.

The results of interviews indicate that while measurement equipment is adequate in the land infrastructure segment in particular, the maintenance expenses of measuring tools that must be transferred to Jakarta remain inadequate. Because computer support resources such as laptops and printers are still in short supply, many workers operate from personal laptops. Because A0 size scanners and plotters do not yet exist, large-scale maps, such as A0, must be printed in Jayapura. The legal relationship section's equipment is likewise insufficient, however it is being submitted for consolidation of various pieces of office equipment in the future. However, the limits that exist in the office have been addressed in detail in order to provide exceptional service.

3.2 Factors that inhibit the efficiency of employee performance in enhancing the service of the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency in the Biak Numfor Regency on providing land certificates

The nature of the factors affecting work efficiency can contribute to the program's or activity's success but can also work against it. The issue will develop if one of the service pieces encounters impediments that render the service inefficiency. The findings of this study indicate that the following difficulties exist in boosting the efficacy of service employees performing on the land of the Ministry of Affairs and Spatial Planning / National Land Agency, or more generally known as the Biak Numfor Regency Land Office:

a. Access Service

Land Office's Access Office Biak Numfor is insufficient due to a lack of counseling and suitable dissemination of information to the public in order to facilitate access based on individual needs. The primary problem is a lack of community awareness of information technology that can be accessible from anywhere and at any time. Communities must be socialized sustainably in order to provide an understanding of access to services established throughout the current era of technology.

b. Punctuality

The primary impediment to the Land Office of the Biak Numfor Regency's online-based services has been the stipulation that the job is completed in accordance with the standard standard procedure (SOP). The problem stems from insecure connections to the data center server. National Land Agency / Ministry of Agrarian Affairs and Spatial Planning. Data center with insufficient server capacity The Ministry of Agrarian Affairs and Spatial Planning / National Land Agency's day-to-day operations are inefficient because land employees in Biak Numfor Regency have trouble using the Land Office's

Computerized Application. Employees of the Land Office have made additional efforts by increasing working hours in anticipation of on-network disorders during the day.

c. Human resources

The Land Office of the Biak Numfor Regency continues to lack human resource considerations, as seen by the large number of vacant posts. Given that the office is a networked and collaborative system, it's inevitable that this will impair the business's ability to provide outstanding service to the community. The volume of excellent work in the entire village mapping effort is equivalent to a comprehensive Jokowi government program involving the confiscation of numerous employees and part-time employees. With a little staff, it is difficult to provide the best possible service to the population in Biak Numfor District. As a result, it is important to grow the workforce.

d. Facilities / equipment

The equipment that enables services is critical to public services. The absence of facilities and equipment is particularly disappointing given the size of community preachers. This can impede services that have an effect on the time required to complete a task or projects assigned to the government, which will be harmed in its resolution. As a result, it must be invested in equipment and infrastructure in order to provide superior service.

IV. Conclusion

Fundamentally, the land certificate service provided by The Ministry of Affairs and Spatial Planning / National Land Agency in Biak Numfor Regency, while following SOP, is ineffective. Numerous variables are used to evaluate an employee's effectiveness in improving the service of issuing land certificates at the Ministry of Agrarian Affairs and Spatial Planning / National Land Agency Biak Numfor, including timeliness, responsibility, commitment, discipline, human resources, and supporting facilities.

The service of issuing land certificates in the Biak Numfor Regency Land Office has been carried out efficiently since all staff / employees are required to operate services in accordance with the land office's operational standards and procedures (SOPs). On the other hand, the efficacy of employee performance within the context of the certificate-making service has been limited due to insufficient access facilities such as servers. As a result, the speed of internet access is required to ensure that the service continues to improve. The employee's responsibility or accountability in the service of issuing land certificates at the Biak Numfor district's Land Office has been properly discharged. This is because each member of staff / employee offers services in accordance with the land office's operating standards of procedures (SOP). On the other hand, the effectiveness of employee performance within the context of the service-making certificate has been compromised due to inadequate access facilities such as server connections. Employee dedication to delivering services related to the issuance of land certificates has been properly executed in the Land Office of the Biak Numfor Regency. This is because each member of staff / employee offers services in accordance with the land office's operating standards of procedures (SOP). Discipline has not been implemented effectively, as seen by the presence of several employees who are not on time. As a result, it is envisaged that in delivering services to the community in the Land Office of the Biak Numfor Regency, personnel who are still less disciplined in carrying out their tasks and responsibilities would be compensated. Human resources / Employees with insufficient and unmailed

amounts in their work sectors contribute to the ineffectiveness of services. As a result, additional personnel and training are required to enable employees to develop their own capabilities and to raise the level of education from high school graduates to undergraduates. With the capability / ability of employees to fulfill their primary activities and functions, it will undoubtedly facilitate employees' performance in providing services to the community. Supporting facilities at this office continue to be lacking, such as field service vehicles and connections to the central server that are still slow during the day, resulting in employee performance being less than optimal. As a result, Numfor needs to add supporting facilities in order to provide services to the public in the creation of land certificates for the Land Office in Biak Regency. Naturally, with the presence of supporting facilities that make it easier for staff to do their primary jobs and activities, particularly when it comes to offering land certificate services to the community.

To expand the service of issuing land certificates at the Biak Numfor Regency Land Office, it must focus on several factors, including tangible / access services, dependability / capabilities, assurance / time guarantee, responsive / fast response, and investment / debriefing. Equipment. The Land Office of Biak Numfor District has made every effort to maximize public access to services, but has not yet done so due to the constraints of the barriers encountered, which are highly complex, such as the geographical position of the villages in Papua. Employee formatting ability is fairly outstanding in each field, despite the fact that the amount of personnel is still insufficient to deliver quality service. Using data from the Ministry of Agriculture and Rural Development and the National Land Agency Numerous processes for issuing land certificates fall short of the target time specified in the SOP due to unforeseen issues such as bordering in the field, Agrarian Ministry application, and spatial planning that cannot be accessed during the day due to the central server's load as the sole control holder in online-based services. However, the addition of working hours is made to compensate for this in the conclusion of the certificate manufacturing process. At ATRBPN Biak Numfor, employee services have been prompt in handling applications due to the availability of online information that can be accessible by all circles based on their interests, even in terms of network systems.

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