Optimization of Electronic Services through Human Resource Management at the Land Office of Buleleng Regency

I Gede Harry Pramana[1], Ni Made Ary Widiastini[2], I Nengah Suarmanayasa[3]
[1,2,3]Universitas Pendidikan Ganesha, Indonesia
areipramana@gmail.com, nengah.suarmanayasa@undiksha.ac.id, ary.widiastini@undiksha.ac.id

Abstract

The improvement of public services to the community is one of the indicators of reform employees that is echoed by the current government. The province of Bali as a tourist attraction and destination for investors engaged in tourism should make electronic services in the land sector an important thing. Obstacles that hinder the development of E Government are human resources, infrastructure and organization. Qualitative research methods. This research was conducted at the Buleleng Regency Land Office. Researchers obtained the necessary data, namely activities to improve the quality of electronic ready data in supporting the optimization of electronic services at the Buleleng Regency Land Office. The data sources in this study were obtained from interviews, observations, documentation, and Focus Group Discussions. Mapping of human resources at the Buleleng Regency Land Office, especially the implementers of electronic data quality improvement activities, is still dominated by high school graduates whose competence is still lacking for parcel validation. The parcel validation activity requires human resources who have an educational background in the field of mapping. From ABK activities to improve the quality of electronic ready data from 2022 to 2024, the number of human resources for validation activities is still lacking and needs to be added.

I. Introduction

In accordance with Presidential Regulation Number 47 of 2020 concerning the Ministry of Agrarian and Spatial Planning where the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) has the task of carrying out government affairs in the agrarian sector, land and spatial planning to assist the President in administering the government. The Land Office is the smallest working unit at the district level, most of whose activities are related to public services in the land sector. Improving public services to the community is one indicator of bureaucratic reform that is echoed by the current government. In general, the purpose of public services is to satisfy the public regardless of anything (Priansa, 2018).

Electronic services are one form of service improvement that is being pioneered by the ministry of ATR/BPN. The President instructs ministries and government agencies to take the necessary steps according to their duties, functions, and authorities to carry out the development of E-Government nationally (Septiana & Nurrokhman, 2019). Electronic service activities at the Ministry of ATR/BPN have been regulated in the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 5 of 2017 concerning Electronic Land Information Services. Then in 2019 the Regulation of the Minister of Agrarian and Spatial Planning/ Head of the National Land Agency Number 9 of 2019 concerning Integrated Electronic

Mortgage Services was stipulated. There are several electronic services that have been implemented by the Ministry of ATR/BPN, namely: Electronic Certificate Checking, Electronic Mortgage Rights (HT), Electronic Roya, and Electronic Land Registration Certificate (SKPT). Besides that, there are many more land information services that can be accessed by the public online, such as: Online and Thematic Map Services, online Spatial Map (RTR) services, interactive Spatial Detailed Plans (RDTR) maps, and several services that are integrated with the Regional Government, such as BPHTB online.

The province of Bali as a tourist attraction and destination for investors engaged in tourism should make electronic services in the land sector an important thing. Moreover, the smart city that is being built by the Bali Provincial Government, known as Bali Smart Island, carries the vision of nanggu sad kerthi loka bali (building nature, people, and Balinese culture based on local wisdom Tri Hita Karana) according to (Pratama, 2020). This situation must be responded to by the ranks of the land office in the Bali Province to prioritize electronic services to make it easier for investors to invest so that they can improve the economy in Bali Province in general.

Electronic service activities encounter several obstacles in their implementation. According to (Novita, 2014), There are 3 main factors inhibiting the implementation of E-Government in the regions, namely: Human Resources (HR) constraints, infrastructure constraints, and organizational constraints. Meanwhile, according to (Aprianty, 2016), the obstacles that become obstacles in the implementation of E-Government are: Limited human resources, lack of policy socialization to the public, and miscommunication of leaders and employees. This will be a consideration for public organizations that provide services electronically or E-Government. Obstacles that hinder the development of E Government are human resources, infrastructure and organization. Infrastructure constraints can be overcome if HR and organizational constraints can be overcome first (Novita, 2014). HR is important in electronic services in addition to infrastructure and organization.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Human Resources (HR) is an important part of several resources owned by an organization. It is an important part because without human resources an organization cannot run well even though other resources are met. No matter how good a system is, it will not work properly if it is not supported by professional human resources (Muryono, Fauzimar, & Kusmianto, 2015). Based on data from the Land Office of Buleleng Regency, there are 59 State Civil Apparatus (ASN) and 79 Non Civil Servant Government Employees (PPNPN). Of these, there are 1 Administration Sub-Section and 5 Sections at the Buleleng Regency Land Office. The following is the number of employees with education levels for each section and sub-section at the Buleleng Regency Land Office. From the description of the situation, it attracted the attention of researchers to conduct a study with the title Optimizing Electronic Services through Strategic Management of Human Resources at the Land Office of Buleleng Regency.

The formulation of the problem from this research is as follows: (1) How to identify the obstacles faced in electronic services, especially for employees of the Buleleng Regency Land Office? (2) How is the analysis of HR mapping at the Buleleng Regency Land Office? (3) How to formulate a strategy that must be taken by the Buleleng Regency Land Office in optimizing electronic services, especially in HR?

Based on the formulation of the problem above, the objectives to be achieved in this study are: (1) To find out the obstacles faced in electronic services, especially for employees of the Buleleng Regency Land Office. (2) To find out the mapping of human resources at the Buleleng Regency Land Office. (3) To find out the strategy that must be taken by the Buleleng Regency Land Office in optimizing electronic services, especially in HR.

II. Review of Literature

2.1 Public Service in the Digital Era of Land Sector

Public organizations are currently faced with demands for providing services in new and quality ways for the public (Priansa, 2018). These demands encourage the creation of good governance or good governance in the implementation of public services. According to the United Nations (UN) in (Priansa, 2018), states that good governance: "As policies for sustainable human development (including enabling the private sector to create employment); and government that is democratic, decentralized, empowering, and accountable (with properly functioning legislature, legal and judicial system to protect the rule of law and human rights). work), democratic governance, decentralization, consensus, and an appropriate legal system for law enforcement and human rights protection). E-Government is one of the answers to good governance. E-Government relates to the provider of information, services or products that are provided electronically, with and by the government, not limited by place and time, offering more value for the participation of all circles Zweers and Planque (2001) in (Priansa, 2018). There are 4 (four) main pillars of the Ministry of ATR/BPN in carrying out digital transformation according to (Trinuryanti, 2020), namely: Digital Twin (DT), Culture Behavior (CB), Business Process (BP), and User Experiences (UE).

Digital production is one of the activities in digital transformation. According to (Tejawati, 2020), this digital production is also a form of transformation of the Ministry of ATR/BPN to become a better government institution and can continue to provide convenience in managing land to the public and in reporting land activities within the ministry of ATR/BPN. There are several stages of digital production, namely data acquisition, data digitization, and data validation. The explanation of each stage is according to (Tejawati, 2020).

2.2 Human Resources in Electronic Services

Human Resources is an asset or the most important part in an organization. According to Armstrong (2014) in (Sopiah & Sangadji, 2018), Human Resource Management is a comprehensive and coherent approach to people who work in organizations and human resource development. In electronic services, HR plays an important role in the success of its implementation in the field in addition to the infrastructure owned. For example according to (Al-Mutairi et al., 2018). Kuwait's obstacles in implementing E-Government are the lack of information technology infrastructure and human resources who have low information technology knowledge and experience. According to (Organization, International Labor, 2013) in planning and

managing human resources, it is also necessary to pay attention to several phases that are passed by workers starting from recruitment to separation and interaction between management and workers. This phase includes (1). Recruitment and selection. (2). Staff motivation (including remuneration and working conditions). (3). Staff development and performance (including training and performance management). (4). Termination or transfer (including dismissal).

III. Research Method

Qualitative research methods according to Creswell (2009) in (Sugiyono, 2018) "Qualitative research is a means for exploring and understanding the meaning of individuals of groups ascribe to a social or human problem. The process of research involves emerging questions and procedures; collecting data in the participants' setting; analyzing the data inductively inductively, building from particulars to general theme; and making interpretations of the meaning of data. The final written report has flexible writing structure". The reason why researchers chose to use qualitative research methods is that researchers are expected to be able to describe the optimization of electronic services through strategic management of HR in the Land Office of Buleleng Regency where conclusions will be reached which are recommendations by the author.

This research was conducted at the Buleleng Regency Land Office. Researchers obtained the necessary data, namely activities to improve the quality of electronic ready data in supporting the optimization of electronic services at the Buleleng Regency Land Office. The data sources in this study were obtained from interviews, observations, documentation, and Focus Group Discussions (FGD). These aspects are used as a reference by researchers to select interviewees. The researcher conducted interviews with 10 (ten) employees in the Buleleng Regency Land Office with details: 1 (one) administrator officer in this case the head of the office, 2 (two) supervisory officers, 4 (four) coordinators or functional positions for mapping surveys. , and land administrators and 3 (three) spatial/textual admin staff and implementing officers involved in electronic service activities. This is because the group is directly involved with electronic service activities at the Buleleng Regency Land Office.

Researchers used triangulation techniques both in terms of data collection methods and data sources. The technique of collecting data is triangulation according to (Sugiyono, 2018) the researcher uses participatory observation, in-depth interviews, and documentation for the same data source simultaneously. Researchers conducted observations, interviews, documentation, and FGDs with employees of the Land Office of Buleleng Regency who were directly involved starting from the Head Office Administrator, supervisory officers, related functional positions, and implementing employees. The FGD was conducted by researchers to validate the data found through interviews, observations, and previous documentation. Specifically for FGD activities carried out with the head of the land office, the head of the survey and mapping section, the coconut section of the determination of rights and land registration, land survey administrators, survey and mapping analysts and land arrangements that are directly related to electronic services. This FGD was also carried out to further strengthen researchers regarding the questions that answered the problem formulation that had been answered in the previous interview.

Researchers are supported by research instruments in the form of interview guidelines, observation guidelines, and documentation guidelines as well as through FGDs. Interviews, observations, documentation, and FGDs were intended to answer the problem

formulation of this research. In this study, data analysis techniques were carried out by reducing data, displaying data, and drawing conclusions on the data. In this case, the researcher analyzes the data through the display of field notes, data reduction produces categories, and conclusion/verification makes conclusions that have been verified.

IV. Results and Discussion

4.1 Constraints faced in electronic services, especially in the Human Resources of the Land Office of Buleleng Regency

In accordance with the results of the research in the previous sub-chapter, it can be found that the obstacle faced by the Buleleng Regency Land Office in implementing electronic services is the readiness of electronic ready data which will later be used during service implementation. This data is data in physical form/hard copy which will later be digitized and validated so that it becomes data that is ready to be used for electronic services. Some of the things that constrain the human resources of the Buleleng Regency Land Office in implementing electronic services, especially in improving the quality of electronic ready data, namely (1). The competence and educational background of human resources are still lacking. In accordance with one of the HR goals according to Armstrong and Taylor (2014) in (Sopiah & Sangadji, 2018) in the section on ensuring that the organization has talented, skilled, and HR people who have high organizational involvement.

The problem of competence and lack of educational background is caused by HR training and training to improve competence which is still lacking. The Buleleng Regency Land Office must be able to ensure that human resources placed in positions to improve the quality of electronically ready data have the appropriate competencies. Several things can be done by the Land Office of Buleleng Regency in terms of lack of educational competence: (a). Training to improve skills. (b). Encouraging human resources to improve education in accordance with the required competencies. (2). Lack of human resources that focus on the implementation of activities. This obstacle is faced because each HR is still carrying out routine activities for the community as well as other strategic activities. In the future, officers should be prepared whose main task is to carry out data quality improvement activities for both BT, SU and parcels. To overcome this, a special team can be formed to carry out these activities with a focus. The acceleration team is formed according to the needs and competencies of the required officers. The acceleration time by the Buleleng Regency Land Office is the answer to the shortage of human resources that focus on the implementation of ready-made electronic data quality improvement activities.

4.2 Mapping of HR in the Buleleng Regency Land Office

From the results of mapping and human resources at the Buleleng Regency Land Office in 2022, there are additional HR with an undergraduate educational background originating from a high school education background in addition to HR with an undergraduate background retiring in 2021. According to the results of the study, officers who carry out quality improvement activities the data comes from the Survey and Mapping section and the section on Determination of Rights and Land Registration, so we can see from the educational background, the Survey and Mapping section is still dominated by human resources with high school education background, while the section on Determination of Rights and Land Registration has an undergraduate education background. Based on the results of observations, it turns out that there are already many HR in the Survey and Mapping section carrying out learning assignments to the D4 Land

and S1 levels. An increase in educational background cannot be obtained quickly because the education period taken by HR is the fastest 4 (four) years for the D4 and S1 levels. The Survey and Mapping section has the highest demand for officers for land and SU validation activities. The recruitment of officers, coupled with the provision of training and mentoring, is a solution to meet these HR needs.

4.3 The strategy that must be taken by the Buleleng Regency Land Office in optimizing electronic services, especially in HR

From the problems and strategies that have been adopted by the Buleleng Regency Land Office in the previous sub-chapter, the researchers try to add or provide a different perspective on the strategies that the Buleleng Regency Land Office must take in optimizing electronic services, especially in HR. several phases that must be carried out in implementing strategies for HR in improving the quality of electronic ready data, namely:

a. HR mapping and crew calculations

HR mapping is used to determine the composition of the Land Office employees which can later be analyzed according to the placement of ABK activities that have been determined. Through HR mapping, organizations can find out the educational background and competencies of HR in one field or section so that strategies can be taken. The calculation of ABK is intended to determine the future needs of employees for the planned activities to improve the quality of the land office's electronic ready data.

b. Formation of the Acceleration Team HR motivation

The acceleration team was formed to answer the problem of the lack of focus of human resources in carrying out activities to improve the quality of electronic ready data. In the acceleration team, special human resources and infrastructure are provided for activities to increase electronic-ready data. Handling problems in the field can be quickly resolved in teams because they are not bound by the structure of each section to coordinate both the Determination of Rights and Land Registration sections and the Survey and Mapping Sections.

c. HR motivation

Employee motivation is very necessary to improve performance, especially in the acceleration team. Giving reward and punishment is very important here. For the provision of rewards that have been carried out by the Buleleng Regency Land Office, it is necessary to specialize again for employees who perform well in data quality improvement activities. Rewards in facilitating study permits can be given to employees who excel because later it will be related to the promotion of rank and class which in the end will increase the career and welfare of human resources.

d. Training and development

Training and development can be carried out formally and informally in order to improve the competence and performance of human resources in the implementation of electronic-ready data quality improvement activities. Formal development training can be carried out by sending human resources to attend training organized by the ministry both online and offline as well as providing study permits for human resources that improve their educational background and competence. Informally, training and development can be provided through mentoring activities or short training either on updating information or if there are problems that arise in the implementation of activities.

e. Control and Evaluation

It is very important to carry out control and evaluation to continue to direct HR to the goals of data quality improvement activities that have been determined. Targets are planned as a reference in carrying out control and evaluation. Control can be carried out every day so that the strategies that have been set in the form of targets can be implemented in the acceleration team.

V. Conclusion

Based on the formulation of the problem, the researcher concludes the results of this study:

1. Constraints faced in electronic services, especially in the Human Resources Office of the Land Office of Buleleng Regency, are the constraints of competence and lack of educational background, as well as the lack of human resources who focus on implementing activities to improve the quality of electronic ready data. Regarding the problems of educational background and HR competencies, the Buleleng Regency Land Office carries out intensive training and encourages employees to improve education according to the required competencies, namely Surveying, Mapping, and ICT.

2. Mapping of human resources at the Buleleng Regency Land Office, especially the implementers of activities to improve the quality of electronic ready data, is still dominated by high school graduates whose competence is still lacking for parcel validation activities. The parcel validation activity requires human resources who have an educational background in the field of mapping. From ABK activities to improve the quality of electronic-ready data from 2022 to 2024, the number of human resources for parcel validation activities is still lacking and needs to be added.

3. The strategy that must be taken by the Land Office of Buleleng Regency in optimizing electronic services, especially for HR, is to carry out phases or stages of HR management activities starting from HR mapping and calculation of crew members, formation of acceleration teams, motivation of HR, training and development, and carrying out control and evaluation of HR implementing activities.

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