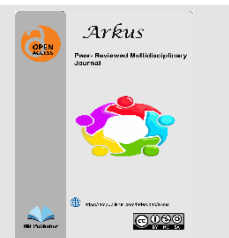




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Review of State Administrative Law on the Implementation of the Complete Systematic Land Registration Program (PTSL) by the Land Office of Semarang Regency, Indonesia

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ABSTRACT

Complete systematic land registration is a manifestation of the State's concern in the land sector, where it is responsible for fulfilling legal certainty for each property right holder. The program is held simultaneously throughout Indonesian territory and has its own objectives. The terminology of this PTSL realizes a form of perfection of the listing of the National Agrarian Operations (PRONA) project, where the stage of land certification is implemented on a massive and organized basis. The purpose of writing this article is to analyze the maintenance of the PTSL work program implemented by the land office of the district of Semarang. This research method uses normative research methods, which are qualitative descriptive and are derived from secondary data, namely data obtained through observations and interviews at the Land Office of Semarang Regency as well as from a variety of literature that comes from the article. By 2023, the City of Semarang, through the Land Office located in Semarang Regency, again became the target to obtain the target 26.139 fields of land that must be certified and has successfully completed as many as 17.629 certificates so that the percentage of performance with the presence of this PTSL program is 67.44 percent. The program has been conducted regularly and quite effectively, but it also raises some questions that still need to be addressed.

1. Introduction

The principles of a government that adheres to legal understanding are not far from being related to popular understanding, where government power and policies must reflect the will and aspirations of the people. In the future, the laws used to regulate and limit state power can be concluded as laws created based on the power or sovereignty of the people. The state is, of course, obliged to play a role and be fully involved in matters that can improve the welfare of its people. A legal expert, E. Utrecht, summarized that when the state participates or contributes to its attention to society, opportunities for society will automatically open up.¹ Providing the best facilities and services will become a supporting platform for the

community and is expected to develop economic aspects, which are the pillars of a country's success. The targeted achievement is to look at various fields in matters of handling the competitiveness of services provided to the community. In this case, it is clear that attention is not only focused on the central role but its implementation must also be evenly distributed. Efforts to equalize the performance of a government can be seen starting from development at the regional level, which is important in the aspect of successful national development. This cannot be separated from the concept of autonomy given to provincial and district-level regions or cities, which provides responsibility for managing community interests with the principles of transparency and openness.²

The conflict that occurs is a consequence of the weak land administration system so as a result there is still a lot of land that has not been registered, registered, and not yet certified so this is what makes land tend to be more vulnerable to legal disputes and conflicts. between owners because without a clear registration and certificate, it is difficult to prove legal ownership. In fact, land registration is a strategic instrument in realizing legal protection and can provide clear certainty of land rights to the owner. Often, land registration efforts carried out by the community and the government are considered less than optimal, even though the government has issued a national agrarian operations project program or what can be called PRONA since 1981 as a process of implementing work programs with the aim of providing land certificates on a regular basis. mass to the community carried out in an integrated manner at state expense. Apart from Prona, the government also launched a program processing a certificate called: "Self-Help Mass Certificate or SMS". In this program, participants are charged a fee that includes administration fees for the certificate measuring fees carried out by the land surveying committee, as well as BPHTB. However, in its current realization, many elements from the village government are found, nor did the city levy fees for participants who wish to register their land to obtain a land certificate. However, it can be seen that such documents are secondary in nature, not primary, let alone an obligation.

Therefore, to avoid incidents that trigger conflict, cooperation between government, communities, and companies is needed. This aims to stimulate an increase in the number of land certifications. State administration, namely the government, plays an important role; in this case, the government, through the Ministry of Agrarian and Spatial Planning/National Land Agency, has again provided a new policy to replace Prona, namely the regulation of the minister of ATR/Head of BPN Number. 35 of 2016 concerning the acceleration of complete systematic land registration called PTSL. Because its realization was deemed not yet effective, there was a change to

the regulation, namely through the ATR/Head of BPN regulation number. 12 of 2017, which then underwent further refinement through the ATR regulation number. 6 of 2018, and further strengthened by Presidential Instruction Number. 2 of 2018. The Semarang Regency Land Office itself emphasizes a clear vision and motto, where the embodiment of excellent service is a form of responsibility in the land sector. Various policies, acceleration of legalization, and access to community welfare are based on what has been determined by the National Land Agency of the Republic of Indonesia. Improvements to various services and providing the latest innovations for community satisfaction as well as providing principles of professionalism in the land sector.

2. Methods

In describing various data in this article, the author uses empirical juridical research methods that process data from the interview stage with related sources. This method is felt to be able to support the contents included by the author legally or through direct observation in the field. The primary data are observations and interviews with the Head of the Services and Complaints Division of the Semarang Regency Land Office. Furthermore, the data used in preparing this article comes from secondary data, namely in the form of data obtained through observations and interviews at the Semarang Regency Land Office, as well as from various kinds of literature related to the material discussed. Some of the main types of references used are State Administrative Law books, published online editions of scientific journal articles, and scientific articles from the Internet. Then, qualitative methods will be used as a reference for comparison and relevance, which can support the content of this article.

3. Results and Discussion

Program effectiveness at the land office

The practice of land registration needs to be carried out not only for the interests and needs of the state but also for the benefit of the community. Land

registration is a firm step for the state to provide guarantees of legal certainty. In this case, land registration is an effort made by the government to prevent conflicts and disputes from occurring in the future. There are various things that refer to the purpose of holding land registration, analyzing Government Regulation No. 18 of 2021 concerning management rights for land, flats, and land registration, where the aim is to have legal certainty and protection for the holder to prove ownership of the land. Can make it easier for other related parties and the government to collect the information needed for each land or apartment unit. Then, the process of collecting, classifying, and data collection stages is a step towards fulfilling land administration services in an orderly manner. Taking a deeper look at various cases in the land sector, this occurs due to issues of ownership, acquisition, and control based on the object of legal acts, which can be written, unwritten, or even unregistered.³ This situation often becomes an obstacle in identifying ownership or other things. Dispute problems in the land sector are increasing, with resolution taking a long time and the need for other costs increasing with time. The mechanism for solving a problem is said to be the weak point. The ongoing complete systematic land registration (PTSL) program in the Agrarian and Spatial Planning Government Regulation/Head of the National Land Agency No. 12 of 2017 concerning the acceleration of complete systematic land registration is a manifestation of the State's concern in the land sector, where responsibility on the fulfillment of legal certainty for each property rights holder.⁴ This program is held simultaneously throughout Indonesia and has its own targets. This PTSL terminology realizes a form of refinement of the terminology of the National Agrarian Operations Project (Prona), where the land certification stages are carried out on a large scale and in a structured manner.⁵ In essence, this project is targeted at all levels of society. Every individual or land owner who has not had time to register their land due to cost factors or procedures that are considered complicated, of course, requires

government policy in socializing this program.

The implementation of the complete systematic land registration (PTSL) program is important for every level of society, namely the legality of ownership rights. It is considered to be able to reduce the incidence of land conflicts and open up investment opportunities for people from all walks of life. It is believed that the implementation of this program can achieve equitable development in each region. It cannot be denied that land issues are the first step in the State's movement to carry out its goals. It is hoped that whatever targets are aimed at in this PTSL program will be precisely clear, able to make optimal use of the certificates obtained, and improve a better standard of living. The fee charged for preparing systematic land registration for PTSL participants is IDR 300,000.00.⁶ The nominal figure mentioned above can be reduced if the financial capacity of the participants is found to be burdensome; if this is found, then the fee will not be charged at all. This issue can be related to the motive for the manifestation of principles in state administrative law, namely Principles of Reasonability or Prohibition of Arbitrariness. In the explanation regarding this principle, the will of every action of the authority of state administrative officials is based on this principle, acting in a reasonable, unidirectional, balanced, and in harmony with the rights of each individual. Land services at the Semarang Regency Land Office have implemented the PTSL program and received various positive responses from the community. This program is able to provide opportunities for residents in Semarang Regency who need a certificate or have not yet registered. The process of obtaining the required certificates, namely photocopies of identity cards (KTP), family cards (KK), and tax returns for land and building tax (SPPT-PBB), in the view of state administrative law, can be said to be a good service. This means that bureaucratic services must be implemented as well as possible through simple, easy and uncomplicated mechanisms. Even though there have been several positive responses received by the Land Office in Semarang Regency, it cannot be denied that there are still several

shortcomings in the sustainability of this program. Some groups of people who have not opened up to a modern understanding of developments in the digital world have become a challenge for the Land Office itself.

Socialization regarding the provision of the PTSL program has actually been carried out intensively; however, every implementation process with the aim of improving service quality has various obstacles. The community actually also has an important role in supporting the implementation of the PTSL activity program. If the community itself is not enthusiastic about welcoming it, the program launched by the government will not run optimally. According to the head of the complaints and services division of the Semarang Regency Land Office, several complaints or dissatisfaction regarding land registration problems are still received. Things related to the PTSL program problem are often still considered misguided by the public. They think that if they have obtained a certificate of authority over a land, then everything will happen smoothly. relief costs from the government. Please note that even though the community will be given a certificate for free, financing or bills for the land will still be charged once every year. Understanding of some previous groups of society who only wanted land to be fully controlled and their obligations as citizens ignored. At the Land Office in Semarang Regency, several service counters are provided for people who want to manage their land, including complaint information services, land services, file reception services, and others. Some of these services are provided with the intention of serving the community seriously. Knowing the types of service counters related to land, one of the red carpets is provided (especially for service users without authorization). In general, the service is the same, but the range of costs that will be paid by the public is only IDR 50,000.00, whereas if the public takes care of the application through brokers, then it will later lead to illegal levies. The costs incurred by the community themselves when using the services of brokers will cost twice the price set by the Land Office.

Every service institution and government certainly believes in the policy of implementing the PTSL program, including the Semarang Regency Land Office. The object of implementing the PTSL program also includes land consolidation activities. In Semarang Regency itself, one of the villages received certificates resulting from land consolidation. This activity took place in Penawangan Village, Pringapus District, which was based on information submitted by the Semarang Regency Land Office that the land consolidation activity was carried out to regulate irregular distances between houses. Land consolidation is a form of policy expenditure by the government based on its concern to reorganize the rights of authority, management, implementation, and utilization of land in developing national development potential.⁷ Policies to improve orderliness in a village or region are steps where other facilities are able to assist community activities and optimize necessary needs. Penawangan Village itself can be categorized as a slum environment, and the system for regulating the distance between houses is not neatly arranged. As a step to improve the village, the Land Office finally recommended that the location be consolidated. Several things related to the construction of land consolidation infrastructure, which includes 128 new houses, a 2,324-meter-long road, 3,293-meter-long drainage, two drilled well units with 220 house connections, one unit of waste processing site-reduce reuse recycle (TPS3R), as well as two units installation wastewater treatment (IPAL) with a total of 118 house connections. The author carried out Observations and interviews to analyze costs or costs, learning, compliance, and psychology that arise from this PTSL work program, among others, as follows:

Cost/expense: Cost here is the cost burden that is often felt by the public regarding the work program being implemented by the Semarang land office. After conducting observations and interviews, the author analyzes and concludes that the costs or costs arising from this PTSL work program are that there are costs or bills for the land they own that are still charged after the land registration process is carried out, resulting

in several individuals or land owners who have not registered their land. because they think the cost is expensive or the procedure is complicated. Realizing this, the government has also implemented the complete systematic land registration (PTSL) program to provide a solution. In this program, people are given the opportunity to get a certificate for free but keep in mind that fees or bills for land will still be charged every year, even though the certificate is given free of charge. A certificate of authority over land provides convenience, including relief costs recognized by the government. Thus, this government policy can provide incentives to individuals or landowners to register their property assets. Along with this, the public's view that the land certification process is long and tiring can be corrected by the fact that the PTSL program provides an affordable fee for administration, namely 50,000.00 for the certification process if carried out at the land office. Therefore, this government policy provides a comprehensive solution to motivate the community to be more active in registering their land.

Learning: Learning here is a way for the Land Office to provide information to the public so that people can understand the work program being carried out by the agency. Learning in this context also includes how the public can obtain information from the work program. In Semarang Regency, the land office implements the PTSL program as part of its work agenda. To ensure that everyone in the community gets the same information, this land office has held outreach via social media. However, they do not only depend on digital platforms. Outreach is also carried out by interacting directly with the people of Semarang Regency. This face-to-face socialization has a specific aim, namely maximizing their work program by targeting elderly people. Elderly parents often have difficulty finding information about the PTSL program via social media. Therefore, the land office provides direct outreach to help them register land using a face-to-face method. In addition, the land office provides access to information through the "Touch My Land" application. This application is designed to make it easier for people to get information regarding their

land, such as transfer of name requirements, land service information, processing time, and costs that need to be paid. This application is a source of information that can be accessed easily, especially when people want to carry out land-buying and selling transactions. Not only that, the land office also uses Instagram as a channel to provide information to the public. There, the public can access various information related to land services and even make complaints about the services provided. Complaints can be made via Instagram, email, or by coming directly to the Semarang Regency land office. With this comprehensive approach, the land office seeks to ensure that information related to the PTSL program can be accessed easily and inclusively by all the people of Semarang Regency

Compliance: Compliance is a provision or policy made by the government, whether this policy can later influence and burden the community. People often think that registering land through the PTSL program will be difficult because it requires a lot of documents such as a photocopy of KTP, family card, letter C, the latest SPPT-PBB, a physical possession statement acknowledged by two witnesses, land sketches, and various other requirements such as include the location of the land, prepare stamps if there is more than one, and pathok if there are more than three. In addition, the community feels that the land certification process involves various complex stages, with each stage requiring a number of documents as proof of land ownership. However, despite the complicated requirements, the community feels the benefits of the PTSL program. This program provides legal certainty regarding their land rights so that each individual gets a land certificate as proof of ownership. Even though the community has to involve themselves in a series of processes and fulfill various requirements, the result is that they have legal guarantees for the land they own. By having a land certificate, people can confidently prove their ownership in the face of potential disputes regarding the land they have registered. Therefore, the PTSL program is considered a positive step to provide legal

protection to the community regarding their land ownership rights.

Psychological: In this aspect, the government needs to pay attention to whether the needs of the services provided are met and not psychologically burdensome. The positive aspects of community psychology in implementing the PTSL program involve an increased sense of certainty, justice, and responsibility. This program can provide legal certainty regarding land ownership, reducing the uncertainty that people may experience. In addition, systematic land registration can provide a perception of fairness in the distribution of land resources. Participation in the PTSL program can also increase the community's sense of responsibility towards the land they own because they are actively involved in the registration and mapping process. This can build self-confidence and a sense of belonging to the environment where they live. As a result, these positive aspects can have a positive impact on people's psychology, motivating them to actively participate in the PTSL program.

Implementation of a complete systematic land registration program

Based on the results of observations made by the author, it was revealed that there is still a significant amount of land that has not been certified to date. This certification process can be explained in PP No. 10 of 1961, which is the main implementing regulation in Article 19 paragraph (1) of the UUPA, even though there have been changes in land registration based on PP No. 24 of 1997, which emphasizes that many plots of land have not been registered at the land office. The large amount of land that has not been registered with the Semarang Regency National Land Agency indicates the potential for land problems, such as land and land disputes, to arise in the future. Some of the obstacles faced in systematic land registration include situations where land rights owners, especially those who are elderly, are reluctant to carry out certification. They worry that this process could make it difficult to distribute land inheritance to their children. Apart from that, financial burdens are also an obstacle,

especially regarding the payment of land and building rights acquisition fees (BPHTB). In implementing the PTSL program at the Semarang Regency Land Office, it is hoped that each target can be met. Fulfilling targets is not just the focus, but community satisfaction also needs to be considered. The process of implementation stages also needs to be socialized to the community in the Semarang Regency area. If the public's enthusiasm has been gained by the Land Office, then the continuation of this program can run according to the targets that have been set. Based on discussions with relevant sources at the Semarang Regency Land Office, we asked what the stages of implementing the PTSL program itself were. At this stage, this office has carried out various steps which were directed by the center. There are various stages, namely: 1) Planning and readiness: There is a need for a meeting by the Land Office to discuss the PTSL activity program to ensure continuity. 2) Location determination: At this stage, the Land Office will conduct research in various areas within the Semarang Regency to determine which locations really need and are eligible for this program. The Land Office will assess which areas are worthy of being given top priority. This has been regulated in Article 4 of the Minister of Agrarian and Spatial Planning Regulation/Head of BPN No. 35 of 2016 concerning the Acceleration of Implementation of Complete Systematic Land Registration. 3) Determining activity time: After knowing which locations will be targeted for distribution of the certificates, the Land Office will determine the time for carrying out visits within the framework of this PTSL program. Coordination needs to be done for the successful implementation of the program. 4) Establishment of PTSL committee: The success of this program also needs to be supported by various aspects of readiness. A separate committee for the implementation of the PTSL program is formed in order to organize the continuity of the event. This is stated in the Minister of Agrarian and Spatial Planning Regulation/Head of BPN No. 6 of 2018 concerning Complete Systematic Land Registration Article 16 paragraph (1) states that the implementation of

counseling is carried out by the Head of the Land Office of each Regency/City accompanied by an Adjudication Committee, Physical Task Force and Juridical Task Force. 5) Physical data collection: Accurate data is needed to carry out the distribution of certificates for each community that has become the main priority target. 6) Soil check: The land inspection will be carried out by the relevant committee, consisting of 7 (seven) members: the Chairman, First Deputy, Second Deputy, and Secretary, followed by 2 (two) members, the Head of the Village where the activity is held. 7) Notification and data validation: Related matters will be notified and published on the Land Office notice board. 8) Publication of Decisions on Granting and Recognizing Land Rights: The decision will be announced widely, including from the aspect of recognition of top right-related land. 9) Bookkeeping and Publication of Land Rights Certificates. 10) Certificate transfer.

In the description of the stages carried out by the Semarang Regency Land Office in achieving the success of this PTSL program service. However, the success factor of community participation also has an influence. People in Semarang Regency are considered to be often reluctant to register their land and do not want to take part in PTSL activities because they have great concerns that the data provided to the committee will be misused, and many people also think that in management Land certification will go through a long and lengthy process very tiring and very expensive. Based on the description above, it can be understood.

Even though the research carried out only made observations at the Semarang district land office, it can be concluded that the implementation of PTSL carried out by the government so far is in accordance with or in line with the state's administrative, legal order, but in its implementation, there are of course still many challenges and obstacles in its implementation. The elements of orderly state administrative law that can be found in this PTSL program are:

The legal order in which the PTSL program is implemented is one form of embodiment of the

principle of legality that exists in state administrative law. This is because the policies that have been made by the government in the form of the PTSL program have been implemented and are based on applicable legal regulations, including Laws Law Number 5 of 1960 concerning Basic Regulations on Agrarian Principles (State Gazette of the Republic of Indonesia of 1960 Number 104, Supplement to State Gazette of the Republic of Indonesia Number 2043); Presidential Instruction Number 2 of 2018 concerning the Acceleration of Complete Systematic Land Registration in All Territories of the Republic of Indonesia; Law no. 25 of 2009 concerning Public Services; Law no. 30 of 2014 concerning Government Administration; Minister of Agrarian Affairs/Head of BPN No. 6 of 2018 concerning PTSL acceleration; PP No. 24 of 1997 concerning Land Registration; PP No. 128 of 2015 concerning "Types and Rates of Types of Non-Tax State Revenue Applicable to the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency".

Orderly administration implementation of administrative orders that are carried out in the office Semarang district land affairs where the implementation of PTSL is deep its performance It is quite good if seen from the management of land books, maps, measuring letters, certificates and the recording of every incoming and outgoing letter. This administrative order is one form of administrative order that was updated in the Decree of the Head of BPN concerning Land Order Sapta Number 277/KEP-7.1/VI/2012. The Semarang Regency Land Office can also maintain the integrity and security of community data, and this land office will also provide optimal service to the community, as well as minimize administrative risks.

Orderly land uses Orderly land use is part of the review to ensure that every element that has been carried out and has included results through the PTSL program is truly used by the community for prosperity and can be used by the community as much as possible, but in its use, the community also needs to Pay attention to soil fertility. This will later focus on using land in a harmonious and balanced manner.

This can be of great benefit to the future sustainability of life.

Orderly environmental maintenance and implementation of the PTSL program will ensure the granting of rights to exploit and use the natural environment in accordance with the principle of usefulness and the principle of balance. Granting rights in this ownership often gives rise to a problem, for example, the lack of clarity in the history of the land owned, and this is what makes it difficult to find out the history of the land. This is one important option for this land certification.

Public service standards at the Semarang Regency land office

The provision of public services to meet the needs of a community is carried out by state administrators, namely the government or bureaucrats, with the aim of improving the welfare of the community.⁸ Implementation of the PTSL program in Semarang Regency is a complex process involving various related parties. At each stage of implementation, cooperation between various institutions and agencies is the main key. The parties involved include the Semarang Regency Land Office, civil registration, Population Service, sub-districts, and other government officials. This process involves checking the validity of data held by residents as applicants, with the aim of ensuring the accuracy of the information. Apart from that, the village government also plays a role as a supporting unit and is the target of this program. 2020 saw the launch of the PTSL policy, marking a significant step in the government's efforts to carry out comprehensive land data collection in the region. In 2023, the Semarang Government, through the Land Office in Semarang Regency, is again aiming to obtain a target of 26,139 plots of land that must be certified and has successfully completed 17,629 certificates so that the performance percentage with this PTSL program is 67.44 percent. Implementation Program- The PTSL work program faces several obstacles in its implementation, including a lack of socialization and ignorance of the community, especially parents who do

not have more access to social media. Not only that, there are several other obstacles found based on observations that have been made in the form of facts in the field showing real obstacles. During the implementation of the program it described a series of problems that required serious handling, such as land disputes, which became one of the obstacles and created complex challenges in efforts to collect land data systematically. In addition, discrepancies in recorded population data are an important issue, highlighting the need for harmonization of information to ensure the accuracy of data collection results. The success of this program depends not only on the technical implementation but also on how to deal effectively with problems such as land disputes, data discrepancies, and the need for improvements at the government implementation level.

Due to the problems that frequently occur, which give rise to concerns among the community regarding the implementation of the PTSL program, people are often less than satisfied with the service, and some people even feel resigned to registering their land certification if they don't get a quota share. However, PTSL program participants get a quota in registering their land certification. Land certification does not require any fees because, in this context, land certification costs have been budgeted from the APBN and APBD. People who want to register their land through the PTSL program simply have to pay other administrative costs that are not supported by the Land Office when making land certificates. Therefore, basically, the implementation of public services is a form of government concern for its people. This program is carried out by the authorities to fulfill the basic needs and civil rights of society without exception, namely those related to administrative services. In the latest regulations, there are various types of services for managing land. Namely, there are services with a period of 3 working days for manual and 1 working day for electronic. This makes it very easy for people who want to certify their land. This provision is in accordance with the Decree of the Minister of Agrarian Affairs and Spatial Planning. /

Head of the National Land Agency of the Republic of Indonesia Number 440/SKHR.02/III/2023 concerning 7 (seven) priority land services.⁹ The PTSL program services provided are expected to have clear quality standards so that unwanted incidents can be minimized while the program is running. In this PTSL program, there are various service standards, including 7 priority services in the form: 1) 1 working day checking: This means that checking or verifying a document or information will be completed within 1 working day. 2) SKPT 1 working day: SKPT (Task Completion Letter) will be issued within 1 working day. 3) Electronic mortgage rights no later than 7 calendar days: This means that the processing of mortgage rights in electronic form will be completed within a maximum of 7 calendar days. 4) Manual royal 3 working days and electronic royal 1 working day: This refers to the type of service which is divided based on the type of process. Royal manual will be completed in 3 working days, while Royal electronic will be completed in 1 working day. 5) Transfer of rights 5 working days: Transfer of rights, such as transfer of ownership or rights, will be completed within 5 working days. 6) Rights changes 5 working days: The process of changing certain rights will be completed within 5 working days.

The importance of service process standards is not only an aspect that needs to be regulated but also the main foundation for forming an ideal type of bureaucratic model. Max Weber, almost a century ago, emphasized the importance of standard operating procedures (SOP) as a crucial element in the development of an effective bureaucracy. This bureaucratic model is expected to be able to provide service certainty through detailed SOPs. With these standards, services become more predictable, non-discriminatory, and impartial. This creates an environment where people can rely on certainty and impartiality in obtaining services. A successful PTSL work program (Registration Complete Systematic Land) is also partly influenced by the performance of existing employees in the office land. Therefore, employees are expected to be able to work together well

in carrying out and fulfilling tasks. One of the efforts that often influences the performance of employees in providing the best quality service is the completeness of the facilities and infrastructure they have. In this case, the land office must have adequate facilities and infrastructure in line with current developments because these are elements that are basically difficult to separate in a form of public service, especially in administrative services because this service will provide service satisfaction to the community in providing facilities in his life. The form of implementing the work program can be said to be quite effective if viewed through the work program created and produced and produces good results where the things done are in accordance with the procedures implemented.¹⁰

Apart from that, adequate facilities and infrastructure will also make it easier for employees to serve the community. A system inside the organization consists of various procedures that must be carried out in order to complete a job. The service procedures provided should be services that do not inconvenience the community and have an integrated nature. Having this integrated nature is one form that is expected to support and create a form of service that has the best quality. The Land Office in Semarang Regency has quite good facilities and infrastructure to do this program. This PTSL service is quite good. The Semarang Regency Land Office also has services to the community in the form of providing comfortable and clean applicant service counters; in the land office in Semarang Regency, the service is provided in accordance with the provisions in the form of standard operating procedures (SOP). The officers at this service counter consist of several sections where the officers have their own duties in carrying out their duties to the people who make requests. Processing land certification starts from the first stage, namely in the form of an examination of the files directed to counter one then the documents are fulfilled and in accordance with requirements and are then directed to land services at counter two for processing after the files have been processed and entered, printing will

immediately be carried out via counter three, at counter four specifically as the counter for handing over products or files that have been completed. At the office land in the district Semarang, the office services are very adequate. The office is equipped and supported by various facilities, namely in the form of waiting chairs, and the printer and paper provided can be used free of charge. The land office also provides a special counter as a delivery counter service priority. This can be accessed by people who want to register their land through This registration intermediary may only be represented by the family concerned and bring proof of involvement with the land owner. The condition of the Semarang Regency Land Office service counters is also neat and adequate. Starting from providing several service counters for people who want to manage their land, including complaint information services, land services, file reception services, and so on. The aim of this public service is to provide the best service to the community. To achieve superior service, the land office in stewardship must provide the best access and stewardship starting with 1) Transparency is an effort to provide services to the public by prioritizing the provision of clear information, and it is hoped that there will be no hidden information so that the public can have equal and easy access to any data they need. 2) Government agencies are expected to provide accountability to the community by complying with legal rules, accepting the consequences of their actions, and being responsible for their decisions and performance to interested parties. 3) In providing a conditional service, compliance with its principles is required by prioritizing effectiveness and efficiency when providing a service to consumers. 4) Participation in public services is a concept that means actively involving the community in the process of providing public services. This includes efforts to thoroughly understand the needs, aspirations, and expectations of the community regarding the services they need so that these services can be more responsive and relevant to the communities served. 5) Internal equality service public is a principle that

emphasizes that services must be inclusive and must not provide unfair treatment based on ethnicity, religion, nationality, or socio-economic status. This creates an environment where all individuals have the same right to access and benefit from public services without discrimination. 6) The principle of balancing rights and responsibilities in government services leads to providing services to individuals or groups in need of assistance while ensuring that their rights and responsibilities are treated fairly and equally. This creates a strong foundation for the government to provide effective and sustainable services to its citizens.

4. Conclusion

The provision of targets aimed at in this program has also been good, where the main priority is for disadvantaged groups of society. Even though several things have been achieved, there are still several things that the Semarang Regency Land Office needs to pay attention to. Some people still have problems understanding the Complete Systematic Land Registration program. Of course, because of this, the Land Office needs to provide more intensive outreach so that the targets of this program can be implemented successfully. Service process standards are very important and must be well regulated, taking into account transparency, accountability, community participation, equality, and balance of rights and responsibilities. The Semarang Regency Land Office has implemented the PTSL program by involving various parties, such as civil registration coordination, sub-districts, and other government officials. Officials at the Land Office need to continue to apply seriousness and friendliness to each community so that they have an awareness of the importance of registering their land. The services in this program embody elements of attention to state administrative law, which are based on legal rules, orderly administration, land rights, maintenance, and the environment.

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