

Time Effectiveness and Performance of Employees in Complete Systematic Land Registration and Recognition of Rights at Land Office Kota Tangerang Selatan

Imas Masriah

Universitas Pamulang, Tangerang Selatan, Banten, Indonesia
E-mail : dosen02036@unpam.ac.id

ABSTRACT

This study aimed to determine the effectiveness of filing employee performance time and supporting and inhibiting factors of the Land Office at Kota Tangerang Selatan. This research was conducted for approximately 1 (one) year uses qualitative research with a SWOT analysis. The results showed that the implementation of the Land Office employees adhered to the standard operating system. The obstacles that occur are the lack of funds in its implementation and the lack of human resources. Supporting factors are the cost of free certificate ownership and good communication between the parties. Performance strategy of the South Tangerang City Land Office with EFE = 2.0900 and IFE = 2.0700. Also, to support the effectiveness of the performance of the South Tangerang City land office employees, among others, by increasing discipline, training employees to be familiar with the application of SOPs, interactive employees towards consumers can provide quality time management processes. Furthermore, time management in implementing the land certification program is carried out in collaboration with the community in granting land certificates directly, thus increasing public awareness because the program is carried out according to operational procedure standard and discipline.

Keywords: Time Effectiveness, Performance of Employees, Land Office Kota Tangerang Selatan

INTRODUCTION

Agrarian Resources, or Natural Resources in the form of the surface of the earth called land, as a source of natural wealth on land, can be understood if the land is believed to be a concrete form of one of the Basic Capital of National Development. The land issue is a problem that always attracts attention because it involves various aspects of life and community livelihoods. In developing countries, the emphasis on people's lives and livelihoods is focused on the agrarian sector. Land problems are the main problem that countries must face, as is the case with Indonesia, where less than 80% of its people still depend on their income from businesses in the land sector (Sendow: 2013). The economic aspect of land

shows that land as an economic asset has a high value because it is fixed while the number of people who need it increases.

The land has a social function; this is regulated in Article 6 of Law Number 5, the Year 1960 concerning Agrarian Principles states that "all land rights have a social function". Boedi Harsono states that Article 6 of the UUPA contains important statements regarding land rights and briefly formulates the collective or social nature of land rights according to the conception underlies the national land law (Yusriadi: 2010). Article 3 of Government Regulation Number 24 of 1997 concerning Land Registration explains that the purpose and use of land registration are to issue one of its products called a certificate of land rights. To provide legal

certainty and legal protection to holders of rights over a parcel of land, apartment units and other registered rights so that they can easily prove themselves as holders of the rights concerned. The government, in this case, the National Land Agency, in order to realize the Land Order Chess program, is to issue a complete Systematic Land Registration (PTSL) program by issuing a Regulation of the Minister of Agrarian Affairs and Spatial Planning Number 6 of 2018 concerning Complete Systematic Land Registration.

Complete Systematic Land Registration (PTSL) is the activity of registering land for the first time carried out simultaneously for all objects of land registration throughout the territory of the Republic of Indonesia in one village or subdistrict or other names at the same level, which includes the collection and determination of the correctness of data. Moreover, juridical data regarding one or several objects of land registration for registration, while land registration is a series of continuously carried out activities, continuously and regularly, including collecting, processing, bookkeeping, and presentation and maintenance of physical and juridical data.

The government, in this case, the National Land Agency, has full responsibility for the effectiveness of the PTSL program in overcoming a problem and simultaneously recognizing sporadic rights. In the case of applications for registration of land rights by the community, the government must provide information on the importance of proof of title (land certificate) and complete land registration effectively and efficiently. The PTSL program activities are aimed at people who have land problems that do not have a certificate to have the basics of land ownership control. With the implementation of the PTSL program, based on the results of the pre-survey, according to a source that the author found at the South Tangerang City Land Office, in implementing the PTSL program so far it has been quite good by obtaining the first closing in 2018, but it has constraints on the effectiveness of the distribution of certificates to the public. Concurrently with the implementation of the regular program, namely the recognition of rights. Therefore it is necessary to have a strategy of

time effectiveness and performance in the implementation of the PTSL program in Kota Tangerang Selatan, which is still in line with its implementation of the rights recognition process, namely sporadic, in order to achieve both targets and to create public awareness of the importance of ownership of proof of legal and legal land rights registered. (Rusadi: 2020)

A strict performance appraisal system can be applied to the Land Office employees at Kota Tangerang Selatan to improve performance quality. However, it must still be supported by elements that can provide good work motivation, workability of employees and adequate work facilities, a conducive environment for achievement, and a guarantee for the development of the employees themselves. Furthermore, as an institution in charge of providing services to the community in the land sector, The Kota Tangerang Selatan Land Office is essential, meaning that for the community, in terms of land services, it should have skilled and professional employees, in this case, especially in implementing the PTSL program and recognizing rights.

LITERATURE REVIEW

1. Overview of effectiveness

Effectiveness comes from the root practical, which in English is the same as "effective," which means success or something that is done works well. Meanwhile, effectiveness comes from the word "effectiveness," which means the extent to which a group reaches its objectives. So effectiveness is a critical element in achieving the goals or objectives determined in any organization, activity, or program. It is called effective when the specified goals or objectives are achieved. Emerson's opinion is quoted by Handayani, which states that effectiveness is a measurement in the sense of achieving predetermined goals (Soewarno: 1995).

Meanwhile, Kurniawan, A in his book Transformation of Public Servants, defines that effectiveness as the ability to carry out tasks, functions (operating activities or missions) of an organization or the like where there is no pressure or tension between its implementers (Kurniawan:

2005). Hidayat expressed that effectiveness is a measure that states how far the target (quantity, quality, and time) has been achieved. The greater the percentage of the target that is achieved, the higher the effectiveness.

2. Overview of Time Management

Time management is a science and art that regulates time effectively and efficiently to achieve specific goals through its elements. Time management is planning, organizing, moving, and monitoring time productivity. Time is a resource that must be managed effectively and efficiently to support activities. (Bahrur Rosyidi Duraisy, 2017)

Time Management Aspects

a. Goal Setting

Setting goals can help individuals focus on the work to be carried out, focus on the goals and objectives to be achieved, and plan a job within the time limit provided.

b. Setting Priorities

Setting priorities needs to be done considering the limited time available, and not all jobs have the same importance. The order of priority is made based on ranking; that is, these priorities are made by considering which things are considered necessary, urgent, or vital that must be done first.

Factors That Affect Time Management

- a. Age; the higher a person's age, the better his time management skills.
- b. Gender; Women also have free time, so women prefer to fill this free time by doing light work rather than relaxing. Therefore, it can be said that the whole mix of time tends to be used to be filled with various kinds of activities. (Therese Hoff Macan, 1990)

3. Overview of Land Registration

Registration comes from the word cadastre (English), cadastre (Dutch), a technical term for a record, indicating the area, value, and ownership of a land parcel. In Latin, it is called *capistrum*, which means registration or capita or unit made

for land tax, while in Roman it is called *Capotatio Terrens*; in a strict sense, the cadastre is a record or record of land, the value of land, and its rights holders and for taxation interests (Mezak: 2006). According to Article 1 of Government Regulation no. 24 of 1997 concerning Land Registration: "The series of activities carried out by the government continuously, continuously and regularly, including the collection, processing, bookkeeping, and presentation and maintenance of physical data and juridical data, in the form of maps and lists, regarding the fields of land parcels and apartment units, including the issuance of certificates of proof of their rights for land parcels for which there are already rights and ownership rights over apartment units and specific rights which impose them. The formulation of land registration is regulated in Article 1 Paragraph (1) of the Government Regulation of the Republic of Indonesia Number 24 of 1997. Therefore, land Registration is a series of activities carried out by the government on a continuous and regular basis, including collecting, processing, bookkeeping, and presentation.

Land registration is a series of activities carried out or an activity that is mutually sustainable and cannot be interrupted by data collection, data processing, data presentation, and physical and juridical data maintenance. Also, in the form of maps and lists of land parcels and units flat, granting proof of rights for land parcels already have rights. According to Boedi Harsono, the definition of land registration is a series of activities carried out regularly and continuously to collect, process, store and present specific data regarding certain parcels or lands in a particular area with a specific purpose. Meanwhile, according to AP. Parlindungan argues that land registration comes from the word "cadaster," a technical term of a "record," indicating the extent of the value of ownership of a plot of land. In a strict sense, "cadaster" is a "record" of land, the value of land and its rights holders and for taxation described and defined of certain land and also as a "continuous record" (a continuous record of the land rights) (Setiabudi: 2012). Another definition of land registration (Cadaster) comes from Rudolf Hemanses, a

former Head of the Land Registration Bureau and the Minister of Agrarian Affairs, to formulate land registration. According to him, land registration is the registration of land or the bookkeeping of land parcels in lists, based on careful measurement and mapping of the parcels.

METHOD

This research was conducted at the Kota Tangerang Selatan Land Office. This research was conducted for approximately 1 (one) year until the research was completed. The method used in this research is qualitative. The reasons for using qualitative methods are by the objectives of this study, namely: To find out the effectiveness of the time and performance of the implementation of complete systematic land registration and recognition of rights at the Kota Tangerang Selatan Land Office and to know the supporting and inhibiting factors for this implementation, data on these problems cannot be captured by the quantitative writing method, because according to the author, the qualitative results are more emphasizes meaning rather than generalizations.

A. Research design

Research design is a tool that guides researchers in conducting research; in this research design, the researcher has guidelines or directions in collecting data, analyzing, and interpreting, or translating the data collected, and then making conclusions. The research design focuses on problems that arise in implementing time management at the Kota Tangerang Selatan Land Office through observation, documentation, and interviews (Ahmad: 2009). Then, based on the research question problem formulation, the researcher can collect and analyze data and interpret or translate the data, concluding a conclusion in solving the various problems formulated in this research design.

Data collection technique

In research, data collection is a matter of reasonable concern, not all data must be collected, but only data relevant to this research

will be collected. Six types of evidence sources can be used to study research: documents, archival records, interviews, direct observation, participant observation, and physical devices.

SWOT analysis

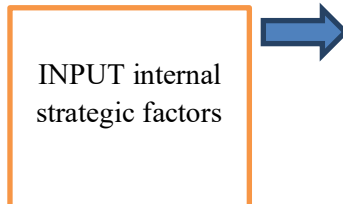
The data analysis technique used in this study uses the SWOT analysis technique with a qualitative approach, which consists of strengths, weaknesses, opportunities, and threats. SWOT analysis aims to maximize the strengths (strengths) and opportunities (opportunities) but can minimize weaknesses (weaknesses) and threats (threats). According to Rangkuti (2001: 183), SWOT analysis systematically identifies strategic factors to formulate strategies. Strategy is at = lat, which is very important to achieve goals (Porter: 1985). Meanwhile, according to Freddy Rangkuty (2001: 188), the strategy is a comprehensive master plan that explains how to achieve all the goals previously set. This analysis was carried out using a data pile of tools, namely observation guidelines, interviews. With the following stages:

- 1) Grouping the data that has been obtained for the processing
- 2) Perform a SWOT analysis
- 3) Analyze strategies
- 4) Recommend strategies that the author has made

This study uses a SWOT analysis based on the concept of David (1993). SWOT analysis means analysis based on the strength-weakness-opportunities-threats, namely strength-weakness-opportunity-constraints. SWOT analysis will help in concluding the final research. SWOT analysis uses an internal factor evaluation matrix and an external factor evaluation matrix, where IFE includes strengths and weaknesses and EFE includes opportunities and challenges, then it is followed by the selection of strategic alternatives with the QSPM matrix. When a key IFE factor is strengths and weaknesses and opportunities and threats, it should be entered twice in the IFE matrix, and weight and rating should be assigned to each statement. Likewise, the key external factors are opportunities and threats. That factor must be entered twice in the

EFE matrix. The following is a form of weighting assessment for the IFE Matrix

Table 1. Internal Factor Evaluation Matrix



PROCESS Internal factor evaluation matrix				
Description		Weight	Rating	Score
		A	B	A x B
Power	1.			
	2.			
	3.			
	4.			
Weakness	1.			
	2.			
	3.			
	4.			
Total		1.0		

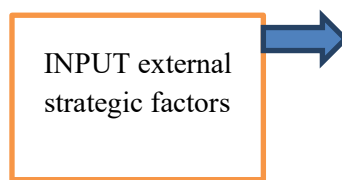
The following is the form of rating on the IFE matrix:

Table 3. Internal Factor Evaluation Matrix

Scale	Information
1	It is a major drawback
2	It is a minor drawback
3	It is a small force
4	It is a significant strength

The following is the form of a weighting assessment for the EFE matrix:

Table 3. External factor evaluation matrix



PROCESS External factor evaluation matrix				
Description		Weight	Rating	Score
		A	B	A x B
Power	1.			
	2.			
	3.			
	4.			
Weakness	1.			
	2.			
	3.			
	4.			
Total		1.0		

The SWOT matrix displays eight boxes, namely the two boxes on the left display external factors (opportunities and threats), the top two boxes display internal factors (strengths and weaknesses), and the other four boxes represent

strategic issues that arise as a result of the meeting between external factors and internal. According to Setiawan Hari Purnomo and Zulkieflimansyah (1999), four alternative strategies are available based on the SWOT

analysis results, namely the SO, WO, and WT strategies. The SWOT matrix is described as follows:

Table 4. SWOT matrix

INT (IFAS) EKS (EFAS)	Strength (S) Determine several factors of strength	Weakness (W) Determine several factors of weakness
Opportunities (O) Determine multiple odds factors	SO strategy Create a strategy that uses strengths to take advantage of opportunities	WO strategy Create strategies that minimize weaknesses to take advantage of opportunities)
Threats (T) Determine several threat factors	ST strategy Create a strategy that uses strength and overcomes threats	WT strategy Create strategies that minimize weaknesses to address threats

The alternative strategy results from the SWOT analysis matrix produce SO, WO, ST, and WT strategies. Therefore, the resulting alternative strategies are at least four strategies resulting from the SWOT matrix analysis. According to Rangkuti (2001: 31-32), the resulting strategies are as follows:

1) SO strategy

The strategy is based on thinking to use all strengths to seize and take advantage of the most significant opportunities.

2) ST strategy

This strategy is a strategy in using strengths to overcome threats.

3) WO strategy

This strategy is implemented based on the use of existing opportunities by minimizing existing weaknesses.

4) WT strategy.

This strategy is based on business activities to minimize existing weaknesses and avoid threats.

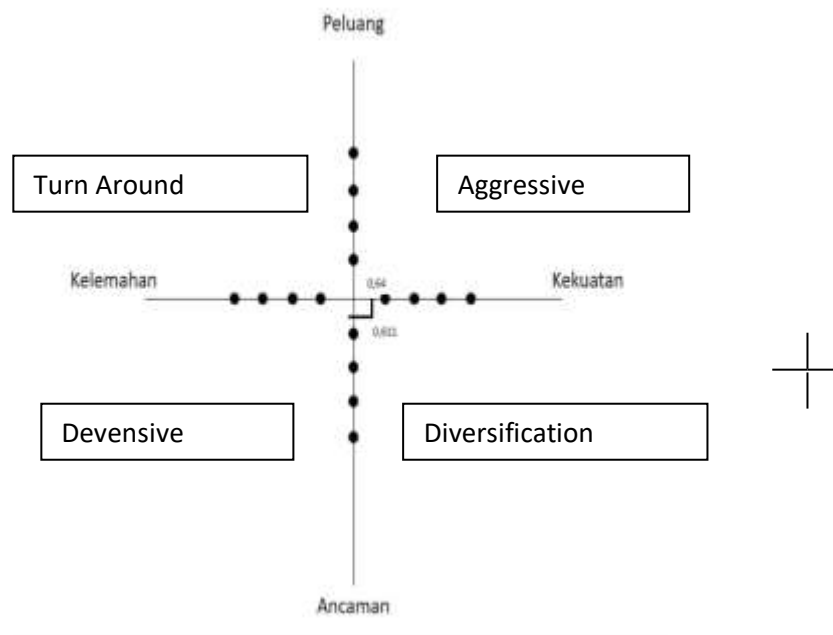


Figure 1. Quadrant Swot Analysis

a. The first stage

Carry out the calculation of points (a) and load (b) element points and the perfect number of multiplication of scores and weights ($c = a \times b$) for each SWOT element. Calculating each element point's value (a) is carried out independently (assessment of a point element should not be influenced or affect the evaluation to other element points. The range of score options ensures the accuracy of the evaluation but is commonly applied is from 1 to 10, assuming a value of 1 means the lowest score and ten means the highest value. The weight (b) of each element point is carried out interdependently, meaning that the assessment of one a = factor point compares the level of importance with other element points. Finally, the calculation formulation is the value obtained (the value term is equal to the number of factor points).

b. Second stage

Subtract the perfect sum of the factor S with W (d) and the factor O with T €; the acquisition of the following number ($d = x$) becomes the point or point on the x-axis, while the acquisition of the following number ($e = y$) becomes the SWOT quadrant.

c. Third phase

Finds the position of the organization described by the points x, y in the SWOT quadrant

1) Quadrant 1, (positive, positive)

This position proves a likely and robust organization. The tactical recommendations given are progressive. It means that the organization is in prime and steady condition. So that it is possible to continue to expand, increase growth and achieve maximum progress.

2) Quadrant 2 (positive, negative)

This position proves a strong organization but faces significant challenges. The tactical advice given is a verified strategy. The point is that the organization is in a stable situation but also faces some formidable challenges.

So it is estimated that the organization will have difficulty continuing to rotate if it only relies on previous tactics. Therefore, it is recommended that organizations begin to diversify their tactical strategies.

3) Quadrant 3, (negative, negative)

This position describes a weak but truly potential organization. The suggested tactic is to change tactics, meaning that the organization is advised to change its previous strategy because it was feared that the old strategy would be difficult to seize the opportunities that exist while at the same time improving organizational performance.

4) Quadrant 4 (negative, negative)

This position proves a weak organization and faces significant challenges. The tactical suggestion given is a strategy to survive, meaning that the internal conditions of the organization are at a dilemma alternative. Therefore, organizations are advised to use a defensive strategy, controlling internal performance, not to become more interpreted. This tactic is maintained to continue to work on improving ourselves.

1. Presentation of Data

The presentation of data is intended to find meaningful patterns and provide the possibility of drawing conclusions and providing action. Presentation of data is in narrative sentences, pictures/schemes, networks, and tables. Researchers compile and present the data obtained to provide an overview of the leading research problems, namely learning organization.

2. Conclusion Withdrawal

Conclusions are drawn from the research compiling notes, questioning patterns, configurations, causal directions, and various propositions. Then, based on understanding the data presented, the researcher can conclude and answer research problems.

RESULT and DISCUSSION

Time Effectiveness and Employee Performance of Complete Systematic Land Registration and Rights Recognition (Sporadic) in South Tangerang City

In data analysis, obtained from various sources of evidence, as well as discussion. Another thing that the author will explain is the relationship between sources of evidence against propositions as follows:

1. Proposition 1: the time management process at the South Tangerang City Land Office to carry out the PTSL program and recognize rights simultaneously.

The findings of this study indicate that the time management process in the South Tangerang City Land Office begins with the condition of the Land Office employees who have been running according to the previous SOP and the additional duties of the new program, namely PTSL. The program implemented is shown from the functional researchers' condition and their experience in improving performance. Furthermore, from the results of interviews with key informants, it can be seen that the condition of functional researchers who are in the South Tangerang City land office is relatively less open to asking for help in the event of obstacles in the implementation of filing performance.

2. Proposition 2: a learning organization that can increase the satisfaction of users of land services.

The findings of this study indicate that the land office employees of South Tangerang City have made teamwork a learning, cooperation, cooperation, and mutual care between teams, namely the PTSL program and recognition of rights at the same time.

The data obtained during this study will be analyzed according to the predetermined patterns listed in the propositions of this study, and if the findings are matched, the conclusions drawn in this case study will be valid.

The effectiveness of the performance of the employees of the South Tangerang City Land Office in carrying out both programs (PTSL and rights recognition)

Researchers carried out various research activities to determine how the effectiveness of the service performance of the South Tangerang City Land Office in implementing the PTSL program along with recognizing rights and relating them to facts in the field. After conducting surveys and research and interviews with various informants, the researchers found various information, responses, and problems regarding the performance of the South Tangerang City land office services in implementing these two programs. The results of the interviews that researchers have conducted are as follows:

a. Productivity indicators

Productivity is not only a measure of efficiency but also a measure of service effectiveness. Productivity is generally understood as the ratio between input and output, that is, comparing the extent to which the effort is made with the results obtained in a certain period. Productivity is generally understood as the ratio between input and output. The concept of productivity is considered too narrow and then tries to develop a broader measure of productivity by including how much public services have the expected results as essential performance indicators.

b. Service quality indicators

Issues regarding service quality are likely to become increasingly important in explaining the performance of public service organizations. Many negative views regarding public organizations arise because of public dissatisfaction with the quality of service received from public organizations. Therefore, public satisfaction can be a parameter for assessing the performance of public organizations.

In this case, the quality of services provided by the South Tangerang City land office to the community by implementing these two

programs. The community gets good services for processing land certificate applications en masse and clarifies the timeliness. The researchers looked at whether the settlement was on time to see the quality of services provided by the South Tangerang City land office officers.

c. Responsibility indicator

Responsibility is a form of organizational ability to regulate the extent to which service delivery has been running by the applicable rules or regulated procedures/responsibility to measure the level of participation of service providers in carrying out their duties. Responsibility is a measure that shows the extent to which the process of providing public services is carried out by the principles or provisions of the administration and organization that have been correctly established.

d. Accountability indicators

Accountability is a form of accountability for all forms of activities carried out by a person holding the trust to the person or body that asks for the accountability. The concept of accountability can be used to see how much the public's policies and activities of public organizations will be.

Supporting and Inhibiting Factors Obtained by the South Tangerang City Land Office on the Implementation of Complete Systematic Land Registration and Rights Recognition (Sporadic)

1. Blockers

There are technical obstacles limiting factors or circumstances in its implementation, hindering or preventing the achievement of technical targets. There are some technical obstacles, namely:

- a. Lack of human resources (human resources) in implementing the land registration program
- b. Period limitation
- c. Socialization and outreach
- d. Collection and collection of juridical data
- e. Measurements to obtain physical data

f. Certificate submission

2. Supporters

Supporting factors in implementing these two programs include coordination between institutions or agencies related to the program's implementation, namely between the land office of South Tangerang City and the center. Also, coordination between the land office executing officers and local village officials and officials. The reduction in land acquisition costs that participants bear is also one factor supporting the program's implementation. With the exemption of land acquisition fees at the land office and the reduction in BPHTB, the participation of participants was very enthusiastic. The enthusiasm of the participants is also one of the supporting factors for program implementation. A program or policy will run well if the policy participates in the successful implementation of the program.

SWOT analysis

Recognizing existing strengths and weaknesses and understanding threats and opportunities is very important in translating the organizational strategy into strategic steps at the program completion level. It is mainly intended to know more precisely the specific business environment of each. In recognizing the characteristics of its environment, it is hoped that each organization, with its competencies, can take advantage of every opportunity that arises and can anticipate any bad possibilities that the organization will face. After describing environmental conditions, the organization's strengths, weaknesses, opportunities, and threats can be concluded succinctly.

A. Internal factor evaluation analysis (IFE)

Internal factors are factors that originate internally in the South Tangerang City Land Agency. Internal factors in the form of strengths and weaknesses will monitor the success or failure of implementing the PTSL and sporadic programs in South Tangerang.

Table 5. Internal environmental factors

Internal environmental factors	
Power	
1.	Public trust
2.	Good cooperation
3.	Discipline in running the program after the SOP
4.	Consistency of service
Weakness	
1.	Less aggressive
2.	Costs are retarded
3.	Discipline to undergo SOP
4.	Consistency of service

1. Strength (strength)

Strength is a positive state within the organization that can help improve organizational performance. Some of the identifiable strengths of the South Tangerang City Land Office include:

- a. They are consistently achieving quality objectives by the South Tangerang City Land Office.
- b. The South Tangerang City Land Office uses predetermined SOPs to achieve the best quality standards in providing services and meeting community needs.
- c. The South Tangerang City Land Office uses teamwork as a tool to speed up obtaining a certificate for land.

2. Weakness (weakness)

Weaknesses are deficiencies or negative things within the organization that can

threaten the decline in the quality of service to the community. For example, the South Tangerang City Land Office's weakness is that it is less aggressive in counseling on obtaining certificates on land so that the community does not know which one is good to follow. Whether it is PTSL or recognition of rights, it will affect the number of targets that the South Tangerang City Land Office has determined. Also, there are obstacles related to the costs budgeted by the Central National Land Agency.

B. Results of the analysis of the Internal Factor Evaluation Matrix (IFE)

The following are the results of the IFE matrix analysis at the South Tangerang City Land Office. The results of the analysis as in the table below:

Table 6. Results of the Analysis Internal environmental factors

Internal environmental factors		Weight	Rating	Total
A. Power				
1.	Public trust	0.24	4	0.9600
2.	Good cooperation	0.30	4	1.2000
3.	Discipline in running the program after the SOP	0.21	4	0.8400
4.	Consistency of service	0.25	3	0.7500
amount		1.0		3.7500
B. Weakness				
1.	Less aggressive	0.37	2	0.7400
2.	Costs are retarded	0.15	3	0.4500
3.	The number of employees is insufficient	0.28	4	1.1200
4.	Less responsive	0.20	4	0.8000

amount	1.0		3.1100
Total score			6,8600

Information :

1. Weight is the influence of a factor on the strategic position of the business. Weights from 1.0 (most important) to 0.0 (not important)
2. Rating is the agency's response to these factors. Score each factor from 4 (very good) to 1 (very bad)

The interpretation of IFE and EFE values can be calculated using the formula strength - weakness = SW = X. becomes 3.75000 - 3.1100 = 0.6400,

then the IFE / EFE interpretation table can be compiled as follows:

Table 7. Interpretation Results of the Analysis Internal environmental factors

IFE / EFE score	Interpretation
3.26-4.00	Very good
2,36-3,25	good
1.76-2.55	Not good
1.00-1.75	Not very good

From the results of the IFE matrix above, it can be seen that the number of IFE strengths is 3.7500 and the number of IFE weaknesses is 3.1100; this means that the weaknesses in the Land Office.

The EFE matrix summarises and evaluates economic, social, cultural, demographic, environmental, political, governance, technological, and competition law information. The factors used are opportunity and threat factors.

External factor evaluation (EFE) analysis

Table 8. External environmental factors of the South Tangerang City Land Office

External environmental factors	
A. Opportunity	
1.	Community care
2.	Direct granting of land certificates
3.	Minimizing land ownership disputes
4.	Room facilities
B. Threat	
1.	Difficulty completing files
2.	People are less enthusiastic about social media
3.	Lots of hoaxes
4.	Limited information sharing

1. Opportunities

Opportunities are conditions external to the organization that can help achieve targets. The opportunities that the South Tangerang City Land Office can obtain include:

- a. A potential concern of residents on the need to obtain certificates on land
- b. Assistance from the Central National Land Agency, which immediately became the center for implementing the PTSL program, with the presence of the

distribution of land certificates directly to the community by the President of the Republic of Indonesia.

2. Threats

The threat is a condition external to the organization that can disrupt the organization in achieving its targets. The threats faced by the South Tangerang City Land Office include:

1. With the ease of obtaining land certificates for free, the community does not want to complete a more complicated filing than the recognition of rights so that

there are few clashes between challenging communities and PTSL officers.

2. The support of the central committee for socialization through electronic media is very lacking and has caused public enthusiasm.

The results of the EFE matrix

The following is the result of the EFE matrix analysis at the Land Office of the City of Tangerang Selatanbobot

Table 9. Results of the External Internal environmental factors

External environmental factors	Weight	Rating	Total
A. Opportunity			
1. Community care	0.18	4	0.7200
2. Direct granting of land certificates	0.35	4	1.4000
3. Minimizing land ownership disputes	0.25	3	0.7500
4. Room facilities	0.22	4	0.8800
amount	1.00		3.7500
B. Threat			
1. Difficulty completing files	0.24	3	0.7200
2. People are less enthusiastic about social media	0.24	4	0.9600
3. Lots of hoaxes	0.28	4	1.1200
4. Limited information sharing	0.24	4	0.9600
amount	1.00		3.7600
Total score			7,5100

From the results of the EFE matrix above, it can be seen that the number of EFE opportunities is 3.7500 and the number of EFE threats is 3.7600; this means that the threat in the South Tangerang City Land Office is greater than the current opportunities. The total weighted score is $OT = Y$, that is $3.7500 - 3.7600 = 0.01$. It means that the Land Office responds to existing threats by not seeing opportunities. In other words, the time effectiveness strategy is not yet effective and minimizes the potentially damaging impact of external threats.

3. South Tangerang City Land Office Strategy

Suppose to see the community's lack of enthusiasm in carrying out the process of requesting a certificate for land. In that case, the right strategy for the South Tangerang

City Land Office is to emphasize more on service quality, both in terms of consultation and implementation of filing as well as other functions and factors where the South Tangerang City Land Office wanted to show that society is essential to do this.

4. The critical success factor (Key Success) of the South Tangerang City Land Office

Every organization must look for and know the factors that are very important in order to achieve maximum targets. Every organization has different critical success factors from one another, depending on the environment and specific considerations. Based on the previous analysis, we can identify the critical success factors for the land office from the SWOT analysis. Its

assets, namely, support the success achieved by the land office:

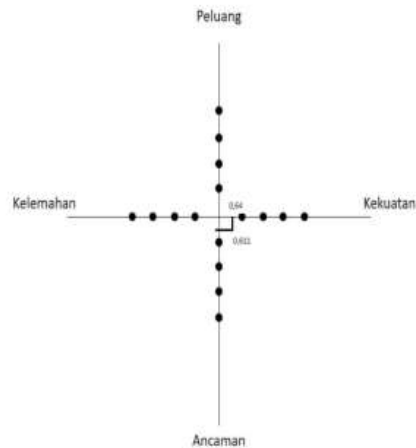
- a. The achievement of predetermined targets.
- b. Satisfaction community with the service quality of the South Tangerang City Land Office.
- c. The achievement of zero accidents
- d. Build good relationships between land office employees and service users.

The SWOT matrix is used to develop SO, WO, ST, and WT strategies for institutional advancement. From this method, several alternative strategies will be obtained, which are predicted to improve the quality of services to the community. The SWOT matrix indicator used is the same as the indicator used in the IFE matrix and the EFE matrix. The following is the result of the SWOT matrix at the South Tangerang City Land Office:

Table 10. SWOT Analysis Matrix Diagram

<p>SWOT MATRIX IFAS EFAS</p>	<p>POWER 1. Good cooperation 2. Discipline in running the program according to the Standard Operational Procedures 3. Consistency of Service 4. Public trust</p>	<p>WEAKNESS 1. Less aggressive 2. Costs constrained 3. The number of employees is insufficient 4. Less responsive</p>
<p>OPPORTUNITIES 1. Community care 2. Direct granting of land certificates 3. Minimizing land ownership disputes 4. Room facilities</p>	<p>SO 1. Cooperate with the community by granting certificates of land directly. 2. Increasing discipline by running programs according to Standard Operational Procedures can facilitate the distribution of land certificates directly. 3. Train land office employees to be consistent in providing services to minimize land ownership disputes. 4. Increase the use of strategic and comfortable room facilities for the community to increase confidence in the processing of land rights applications.</p>	<p>WO 1. High community awareness will make the performance of land office employees better in providing information. 2. Directly giving land certificates can reduce costs to the community, reducing processing through third hands or brokers. 3. Maximizing the performance of land office employees in order to minimize problems 4. Maximizing the use of space in the service in the land office for applicants</p>
<p>THREAT 1. Difficulty completing files 2. People are less enthusiastic about social media 3. Lots of hoaxes 4. Limited information sharing</p>	<p>ST 1. <i>Call center</i> or customer service will establish good cooperation between the applicant and the land office employees to make it easier to complete the files. 2. Land office employees increase discipline in carrying out work according to the SOP for applicants to get precise information. 3. Making standards in service to avoid hoaxes because people understand the applicable regulations 4. Public trust after issuing a certificate will lead to word-of-mouth promotion that will give an excellent reputation to the people around them.</p>	<p>WT 1. Prompts to be more persuasive in providing services 2. The implementation of the PTSL program in the community is free from the cost of the certificate ownership process 3. The small number of employees will not hamper the process with a good schedule and work plan 4. The land office must provide information at one door to convey the aims and objectives and the ongoing</p>

		program to the community to achieve predetermined targets.
--	--	--



strengths - weaknesses = SW = X. becomes $3.7500 - 3.1100 = 0.6400$ and Opportunities - Threats = OT = Y, i.e. $3.7500 - 3.7600 = 0.01$

Figure 2. Quadrant Swot Analysis

Comment: It lies in the diversification strategy; even though the land office faces various threats, the land office still has strength internally. Strategies that must be implemented are those that use strength to take advantage of long-term opportunities using a diversification strategy (product/market), including collaborating with the community by granting land certificates directly, increasing discipline by running programs according to soup direct distribution of land certificates. , train landlord office staff to be consistent in providing services to minimize land ownership disputes and increase the use of strategic and comfortable room facilities for the community to increase confidence in the processing of land rights applications.

CONCLUSION

1. To support the effectiveness of the performance of the Kota Tangerang Selatan land office employees, among others, by increasing discipline, training employees to be familiar with the application of SOPs, interactive employees towards consumers can provide quality time management

processes. For example, suppose the working hours are only 5 hours so the land office employees can work maximally by calculating the clock's accuracy in 1 application file with the amount obtained. In that case, it will get the community's sympathy so that the processing of land rights applications by third people or individual services will be avoided. Furthermore, time management in implementing the land certification program is carried out in collaboration with the community in granting land certificates directly, thus increasing public awareness because the program is carried out according to SOP and discipline. Land office Establish a regular schedule for service using the facilities in the land office.

2. The obstacles that occur include the less aggressive land office services that reduce public awareness, the cost of not collecting fees to obstructed communities, which results in direct granting of land certificates, less responsiveness of services increases the chance of land ownership disputes. In addition, the number of staff is less than the

number of room facilities makes the service not optimal. Supporters undertaken include taking steps such as recommendations for file management so that if there is a shortage of files, the community gets guidance, can make brochures that are distributed to the community regarding land ownership rights, receive criticism and complaints to filter hoaxes.

Suggestion

1. The Kota Tangerang Selatan Land Office further improves the quality of work by maximizing performance by calculating the accuracy of completing files within 1 (one) hour with the completed files. In addition, it refers to weaknesses that have a value of 3.11, and the lowest SWOT value by correcting weaknesses will make time sharing work more accessible so that the land office employees are not burdened by the many uncontrolled requests for incoming files.
2. The Land Office of Kota Tangerang Selatan has a high threat with a value of 3.76, so it needs its learning organization to overcome threats and increase user satisfaction with land services. Therefore, the Central Government should form a special committee independently; in addition to calculating the completion of the filing time, it can maximize the implementation of PTSL by the predetermined period.

REFERENCES

- Agung, Kurniawan, 2005, *Transformasi Pelayanan Publik*, Yogyakarta:Pembaharuan
- Beni, Ahmad Saebani, 2009, *Metode Penelitian Hukum*, Bandung:Pustaka Setia
- Chomzah, Ali Achmad, 2004, *Hukum Agraria (Pertanahan di Indonesia)*, Jakarta: Prestasi Pustakaraya
- Cresswell, John W, 2006, *Research Design:Quantitative and Qualitative*, Jakarta: PT Eka Media Komputindo
- Duraisy, Bahrur Rosyidi, 2017, *Manajemen Waktu (Konsep dan Strategi)*, Gresik:
- Dwiyanto, agus, 2006, *Mewujudkan Good Governance Melayani Publik*, Yogyakarta:Universitas Gadjahmada
- Ernie Tisnawati, 2013, *Pengantar Manajemen*, Jakarta:Kencana
- Jasmani, J., & Sunarsi, D. (2020). The Influence of Product Mix, Promotion Mix and Brand Image on Consumer Purchasing Decisions of Sari Roti Products in South Tangerang. *PINISI Discretion Review*, 1(1), 165-174.
- Macan, Therese Hoff, 1990, *7 Habits of Effective People*, Jakarta: Binarupa Aksara
- Manullang, Marihot, 2015, *Manajemen Sumber Daya Manusia*, Yogyakarta:BPFE
- Mezak, 2006, *Jenis, Metode dan Pendekatan Dalam Penelitian Hukum*, Jakarta:Garuda
- Moeloeng, Lexy J, 2017, *Metodologi Penelitian Kualitatif*, Bandung:PT Remaja Rosdakarya Offset
- Muljono, 2001, *Manajemen Perkreditan*, Jakarta:Universitas Maranatha
- Muslimat, A., Muhsin, H., Wahid, H. A., Yulistiana, I., Sunarsi, D., Dewi, K., ... & Ilham, D. (2021). Develop Technology Based Multimedia For Indonesian Teachers. *Journal of Contemporary Issues in Business and Government*, 27(1), 1871-1882.
- Nurjaya, N., Affandi, A., Ilham, D., Jasmani, J., & Sunarsi, D. (2021). Pengaruh Kompetensi Sumber Daya Manusia Dan Kemampuan Pemanfaatan Teknologi Terhadap Kinerja Aparatur Desa Pada Kantor Kepala Desa Di Kabupaten Gunungkidul, Yogyakarta. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(3), 332-346.
- Pujiati, H., Sunarsi, D., Affandi, A., & Anggraeni, N. (2021). Effect of ISO 9001: 2015 Quality Management Implementation in Education on School Performance. *Journal of Contemporary Issues in Business and Government*, 27(1), 1848-1855.
- Purwanti, Y. (2021). The Influence Of Digital Marketing & Inovasion On The School Performance. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(7), 118-127.
- Reksohadiprodjo dan Handoko, 2000, *Organisasi Perusahaan: Teori, Struktur dan Perilaku*, Yogyakarta, BPFE

- Rubaei, 2007, Hukum Pengadaan Tanah Untuk Kepentingan Umum, Malang: Bayumedia Publishing
- Rusyadi, Sofyani Hasan, 2012, Hubungan ANtara Manajemen Waktu Dengan Prestasi Belajar Pada Mahasiswa, Surakarta:Muhammadiyah
- Santoso 2006, Manajemen Sumber Daya Manusia Untuk perusahaan Dari Teori ke Praktik
- Sendow, 2013, Pengaruh Keterlibatan Kerja, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan pada PT Bangun Wenang Beverages Manado
- Setiabudi, 2012, Tata Cara Mengurus Tanah, Rumah, Serta Segala Perizinannya, Jakarta:Jiwa Unika
- Soewarno 1995, Hidrologi Aplikasi Metode Statistik Untuk Analisa Data, Jakarta:Erlangga
- Steers, Richard, 1985, Efektivitas Organisasi, Jakarta:Erlangga
- Suprihanto, John, 2014, Manajemen Modal Kerja, Yogyakarta: UGM
- Ulum, Ihayul, 2004, Akuntansi Sektor Publik Sebuah Pengantar, Malang:UMM
- Wexley dan Yulk, 2001, Perilaku Organisasi dan Psikologim Jakarta: Rineka Cipta
- Yusriadi 2010, Reformasi Birokrasi Dalam Pelayanan Publik, Jakarta:Gramedia