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**Analysis of the Quality of Services for the Issuance of Land Certificates at the National Land Agency of West Aceh Regency**

<sup>1</sup>**Syarifah Yuni Fadilla, Najamuddin**

<sup>1</sup>Universitas Teuku Umar, Indonesia; syarifahyunifadilla@gmail.com

*Received: July 13, 2022; In Revised: November 4, 2022; Accepted: December 15, 2022*

**Abstract**

This article aims to determine the extent to which the National Land Agency (BPN) of West Aceh in providing quality services in making land certificates, this study uses a qualitative research design with a descriptive approach. Researchers in this study found that the quality of service was still below standard in terms of making land certification documents at the Aceh Barat district government office. This can be seen through the five indicators of Lovelock's theory, which are tangible evidence, reliability, responsiveness, assurance, and empathy. Data processing delays, insufficient number of staff, unclear instructions for obtaining land titling, and frequent complaints from the public about service delays are all problems that have emerged so far. The land office held a socialization for the making of land certificates due to the lack of a special queue number collection tool for making counters and the lack of LARASITA cars for socialization. Because there are still many uncertified lands in West Aceh district. Communities are reluctant to register land because they believe the process will take a long time and is unclear if it is not completed on time, according to a schedule that is announced to the public.

**Keywords:** *Local Government, Services Quality, Land Certificates, National Land Agency*

**Introduction**

In the deliberation of public service, government has vital role and task in providing excellent service to its residents/community, specifically in regards to the current public service that tend to “stay in place”. As mandated in (Article 1 Law Number 25 of 2009) public service is an activity or design of activities in the context of fulfilling basic needs in accordance with the civil rights of every citizen and resident over goods, services and or administrative services provided by public service provider. Public service is all forms of services provided by the state to the community, both in the form of goods and services, and is responsible to be carries out by the central state institutions. The land authorities themselves are also responsible. In the current era of globalization, there is an intense competition between government officials to offer the best services to the people, and the government is required to give the best services to the people. This brings forth an indicator of the government success in providing public services as an organization. The public, to which was essentially designed to serve the society, was forced to expand large enough to shut down any other public organization in this context. Someone who needs an organization to provide the highest possible level of service. Society will have a major impact on public institutions (Dapahari, 2019).

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In the current globalization era, land is highly valued for many reasons, including the creation of prosperity of well-being. As a result, its use and management can give a rise to some public policy issues. Meanwhile, a good service occurs when individual skills in providing public services enable them to meet public needs according to established criteria. If a public service organization is to manage the process of issuing letter and land certificates effectively, it must ensure that neither money nor the relationship between the applicant and the official is a factor. Property rights related to real estate are disputed here (Rumengan & Londa, 2020).

The most important thing in the implementation of public services is the government awareness in improving the quality of public services to the community in administering the land certificates and by being obliged to provide the best service. In providing quality services based on justice is the responsibility of the current government, but the fact is that currently there are many obstacles that are felt by the community in implementing these services, because the community is still dissatisfied with the current public services (Hasan, 2021).

After clarifying the public service performances and analyzing the interferences in the public services, the writers propose so that the government increase their budget to arrange a free mass formation of land certificates for the people and conduct a socialization to the community through printed and electronic media. Experts agree that in the public interest, governments must uphold high standards of public service, which are determined in part by what citizens demand and what can actually be provided. According to Kotler (2008), service is any activity or series of actions that may be provided by one party to another which is essentially intangible and does not result in any ownership (Arlan, 2020).

Based on the Decree of the Minister of Administrative Reform No. 63 of 2003 on general guidelines for the implementation of public services such as service procedures, service requirements, ability of service officers, speed of service, fairness in obtaining service, certainty of service fees, and certainty of service schedules, the government has consequences to improve services in public service sector. It is hoped that government officials throughout Indonesia will carry out public services properly according to what is expected by the community. According to Hardiyansyah, (2018) defines that service can be interpreted as an activity provided to help, prepare, and manage whether it is in the form of goods or services from one party to another.

In accordance with the strategic plan of the National Land Agency of the Republic of Indonesia, the land agency is one of the State-Owned Enterprises whose duty is to provide services to the community for arranging land certificates, land books, to the wider community. (BPN-RI). With one of the 2007-2009 goals is to increase the professionalism, efficiency, accuracy, transparency and accountability of public land services while adhering to the law, BPN has a responsibility to the public in its role as a service provider to meet these standards. It is hoped that land sector service customers will have positive experiences due to the ease, low cost, and speed of receiving these services (Nisrina et al., 2019).

The most important task of every government agency including the national land agency (BPN) is to provide good public services, because these agencies are formed to become the main tool for the community in serving the public and creating high performance in optimizing a service, because the land agency itself is a very basic need at this time, as experts Putra & Priyadi, (2019) explain that land is a very basic need at the moment, because land is a very high asset and its value will continue to increase, in an effort to improve services in the land sector, especially in accelerating and improving quality in land registration and making land certificates so that it is easier for the community and there are no obstacles in the service.

Therefore, it will eliminate the peoples' presumption on the process of land letters and land certificates does not take a long time and complicated, and expensive fees requested by the institution, thus the government is hoped to be more active and does not wait around when the citizen would like to register their land.

Complete Systematic Land Registration (PTSL) is a land registration process for the first time that is carried out simultaneously and includes all land registration objects that have not been registered in a village area, the meaning of PTSL is to ensure that the community does not have disputes or mutual claims over land registered, and the PTSL process itself aims to guarantee certainty and legal protection of land rights (Putri & Novianti, 2020).

To further understand the effectiveness the Aceh Barat Aceh Province National Land Agency (BPN) office, the official agency authorized to regulate and issue land titles, carries out its responsibilities as a public sector entity, this study aims to assess the quality of public services. services provided by BPN. This will help the agency better meet public expectations and realize the objectives outlined in its disciplinary policy for the land sector. Due to widespread of dissatisfaction with the public sector, public attention will be riveted on services even if the National Land Agency (BPN) fails to provide community-first performance (Dina, 2015).

With the existence of good governance as the main requirement in realizing the people aspirations to achieve the desired goals, Thus, a real and precise system as well as clarity and smooth government development and administration depends on employees as a public service resource in carrying it out. Up to this moment human resources still hold the highest status in a very important role in various public sectors because human resources are very valuable assets where humans have good performance and the abilities possessed by these employees are very influential for a public service agency and for the community as well as the Land Agency The West Aceh National Land Agency (BPN) which greatly influences good governance because of the lack of employees with high awareness of responsibility. Therefore, as a writer I have concern on the performance of employees at the National Land Agency (BPN) West Aceh in creating good governance (Rahmadani et al., 2021).

Additionally, the applicant must spend money on the officer who measure the land. Moreover, the documents that have been prepared are brought back to the counter to be processed for the land registration. Furthermore, in the process of creating the land certificates, if there is no issue it will be completed in 98 days working days of the SOP limit. (The standard operating procedure). However, if a problem arises, for instance if the broad of the land is differ in measurement and in the certificates, that revision is needed, which automatically the completion of the land certificates will exceed the SOP limit determined by the land agency. As for the cost of creating the land certificates cannot be generalized as it depends on locations of the land. For example, Land in village A is different in comparison to the land in village B as each area have their own ZNT (land zone value). Thus, the cost cannot be determined.

The land certificate is the final product of the registration activities carried out by the authorized agency, namely the Land Agency of the Republic of Indonesia. However, the performance of land agency is still lacking, the quality of the services is below standard, and many employees does not understand their specific roles and responsibilities. I have included 5 indicators that can be utilized in assessing the performance of public organizations, which included productivity, service quality, responsiveness, responsibility, and accountability. Because superior bureaucratic officials often place a target achievement as the measurement of the performance of public organizations, while the service users prefer to use the services.

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There is a solid legal basis for regulating land use and land rights, as stipulated in the Agrarian Law No. 5 of 1960, which regulates, among others, land ownership rights, building use rights, usufructuary rights, rental rights, land clearing rights, and collection of forest products, among others.

The researchers behind this study proceed to study further on the society experiences with the National Land Agencies (BPN) West Aceh, specifically in the process of obtaining the land certificates and the variables that may hinder the experiences. Many complaints from the people on the lack of services and punctuality in processing the certificates by the National Land Agencies of West Aceh and the high cost charged to the people. Thus, I am interested in continuing the study with hope of improving these institutions. Therefore, they can provide the best services to the community in the area.

Moreover, to know the efforts made by the office employees in carrying out their duties as public servants, as well as observe the challenges faced by the people in making the land certificates, whether it will go well or not, and how is the response of the land agencies in improving the quality of these services in order to create good performance and high innovation.

From the initial observations that the researcher conduct, there several issues found in the West Aceh national land agency, this includes the lack of discipline of the employees during the process of making the certificates. This can be seen from the lack of working spirits which was seen only as formality and also complain from public who felt that the estimated time for the certificate creation process took longer. Moreover, the big cost in arranging the certificates, the lack of resources, network limitation, and lack of storage space. Thus, researcher is interested in managing research on the analysis of the service quality in making land certificates at the West Aceh National Land Agency (BPN).

According to Lovelock (2011) there are 5 dimensions on the quality of services that must be implemented to establish a good quality service, which are; 1) Tangibles, in the form of facilities, the ability of infrastructure and facilities, for instance the interior and exterior, and the capacity to administer services that was given by the service provider where an office can portray their capability in its existence towards the external party. with this the service can run well so as to create the desired quality of service; 2) Reliability is the ability of office employees to provide services to the public in accordance with accurate and reliable agreements; 3) Responsiveness, namely the responsiveness or alertness of employees in providing fast and good service to the public, as well as how an office can provide responsive service to whatever the service requester wants; 4) Assurance is to provide a sense of responsibility, assurance of a sense of security to service applicants for providing support, usually this assurance can be obtained, for example, from good communication between applicants and service providers; 5) Empathy is the employee's concern for the service requester.

Before the researcher administer this study, there were many previous investigations that the researcher found entitled the analysis of the quality of services in the process of making land certificates in Kendal district office. This research raised a topic on the quality of services in government in which is a very important factor and must be considered as good service quality that will give the people satisfaction. However, the data display a bad indication in the quality services provided by employees in the Kendal district offices where the people needed to wait for a length of time in the process of administering the land certificates.

Another study was conducted by (Harahap, 2021) entitled analysis of the quality of public services for making land certificates at the national land agency office. The results of this study discuss how if the government uses an institutional system to carry out land registration activities, as accomplished in the registration activities, starting with rights (certificate) and continued with the maintenance of registration data in the land book. The problem in this study is the low quality of public services. More research by (PURBA, 2020) entitled Analysis of service quality on customer perceptions is delivered at the Deli Serdang district national land agency. This study presents findings that test the attractiveness of service providers to clients whose needs have been addressed. Evaluation of service quality depends on a number of factors, including the availability of objective evidence, dependability, responsiveness, assurance, and empathy. The existence of previous research has become a guide for researchers to dig deeper into the analysis of service quality for making land certificates at the National Land Agency (BPN).

## Methods

This study used qualitative research methods. This research was conducted at the National Land Agency (BPN) in West Aceh District, Aceh Province. Qualitative research is a methodology used in research methods that produce descriptive statistics. Word-based descriptions are an example of descriptive data (Bogdan and Taylor, 1975). This method was chosen because the author wanted to find out in more detail regarding the phenomenon that occurred at the National Land Agency (BPN) in terms of analyzing the quality of service for making land certificates at the West Aceh National Land Agency (BPN). The data collection techniques used by researchers to obtain data in this study is conducting interviews to all the BPN employees in which closely relate to the land certification processes, observation (conducting survey and study the employees' work environment) and documentation (taking pictures and video of activity related to the research). The data sources are secondary data and primary data. The informants in this study were the counter, the head of sub-section for registration of land rights, and party of assign rights.

Then after the supporting data that the researchers need has been collected, the researcher will filter the information data in order to get the results of the research. This research was conducted because researcher wanted to further study how the service process at the West Aceh National Land Agency (BPN) was in making land certificates. The processing technique and data processing analysis was the next stage taken after the data was collected. In this research, the general data processing was completed through the editing stage, coding stage and tabulating stage.

## Results and Discussion

The quality of service is the main factor of people's evaluation on an institutions or organizations. This is because a service is a direct form of evaluation from the community, where an agency is value to be good or bad through the quality they provide to the people in need of their services. According to Lovelock (2011) service is an activity that is offered by one party to another. The service will run well if it fulfills five indicators, namely: Tangible, Reliability, Responsiveness, Assurance, Empathy. Likewise, at the West Aceh district land agency office, according to the study that researchers have carried out, they have tried to apply

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the five indicators. The following is a description of service quality based on Lovelock's theory (2011) and its five indicators:

### **Tangibles**

Managers in the workplace are easily recognized by prospective employees and the general public as ones who loved the service because of the strict adherence they show to office dress codes and other forms of dress code. You can learn about the police without having to meet them first if you glance at the *cocard* they use. In the case of making land certificates, everyone already has clear instructions regarding the requirements related to the booklet. Although information boards outlining standard procedures are available to those issuing land certificates, the process for issuing land certificates is not clearly explained, leaving the city government as the agency responsible for facilities and infrastructure and extending the time needed to provide support services. Property rights in Aceh Barat are comprehensive and sufficient, enabling the land office to efficiently process the applications for property certificates. The office of the West Aceh land agency had produced real evidence to the service they present to the community, where they kindly explain the procedural process of for issuing land certificates to the community. Even though it is not yet optimal, the community is satisfied with the transparency and explanation provided by the service at the West Aceh district land agency office.

### **Reliability**

The accuracy of the officers, the expertise of the service officers and the ability of the officers at the West Aceh District land office is optimal, because every officers fully comprehend the process of land certification, because reliability itself is the ability or reliability of a company or office in providing services to the public in accordance with accurate and reliable agreements, then for HR sources (employees) at the land office itself are very proficient in applying computers, because for the part of making land certificates and counters it really requires proficient IT, and the land office employees have carried out their duties according to their respective expertise. Thus, with this the employees have able to carry out activities in public services that are applied in the land office. In order for land certificates to be processed legally and easily, they must contain all the necessary information and requirements. Without this, certificates cannot be made, because establishing land ownership requires sufficient evidence, which can only be done with the help of impartial witnesses.

Evidence of the reliability and expertise of service officers at the West Aceh district land office can be assessed based on the information above, the West Aceh District Land Office has used clear standards to ensure that applicants for land certificates are truly ready for the administration. Where later this will make it easier for officers and the people who will take care of their land certificates. Officers are expected to explain in as much detail as possible regarding the administration that must be prepared in dealing with land certificates to the community. Thus, explanation and public speaking of officers are also very necessary.

### **Responsiveness**

Although it is the officer's duty to ensure that the community is satisfied with the service they receive, the responsible attitude of the Aceh Barat land office is not yet ideal, and this is a major obstacle to achieving high quality service. The West Aceh National Land Agency offers direct officers who are required to provide fast service in making land certificates in addition to managing information for land certificate applicant. Making a land certificate is a waste of time because it takes a long time for the land office to notify the applicant. Given the slow response

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in issuing land certificates, the West Aceh Land Office was formed in the hope of providing more timely and accurate services.

The West Aceh Defense Service estimates that it will take 98 working days to complete the process of making land certificates in accordance with predetermined SOP (standard operating procedure) limits; but if there are no obstacles then the land agency can complete the land certificate in accordance with the specified SOP limits, but the average completion time is around 120 days. From the observations that have been made, most people felt tired of waiting for this time which is considered quite long. The officers are required to have a deeper comprehension in giving understanding to the public about the time to issue certificates which the community feels are quite long. The time has become a big influence in society, Thus, sometimes many people also prefer to choose a shortcut by spending more to speed up the process of issuing certificates, which is strictly not allowed.

### **Assurance**

Assurance is a guarantee for the sense of safety for the applicants. To provide support, the assurance can be obtained through good communication between applicants and service providers and through extensive knowledge. For instance, if there are some challenges experienced by the land agency, such as a deed that is 20 meters wide but when measured is different from the outer size written in the deed, then there is an error in making the land rights, for instance a property right. Building use rights, leasing rights, and land clearing rights. Another issue could happen when the officer visited the land, and it turned out that the disputed land was problematic, for example the land boundaries did not match with the neighbours.

Then when there are obstacles like that the land office provides a solution such as the incompatibility of the deed and the area of the land can be repaired again but the applicant who has to fix it is not the land party because the applicant gave the land office the basis for the rights, because the land rights must be granted adjust it, then like land boundaries between neighbors if there is no solution the village officials will intervene to conduct deliberations to make decisions for both parties, then if there is objection between inheritance rights between siblings it must be resolved first, if all problems have been resolved, the land office will proceed with the file.

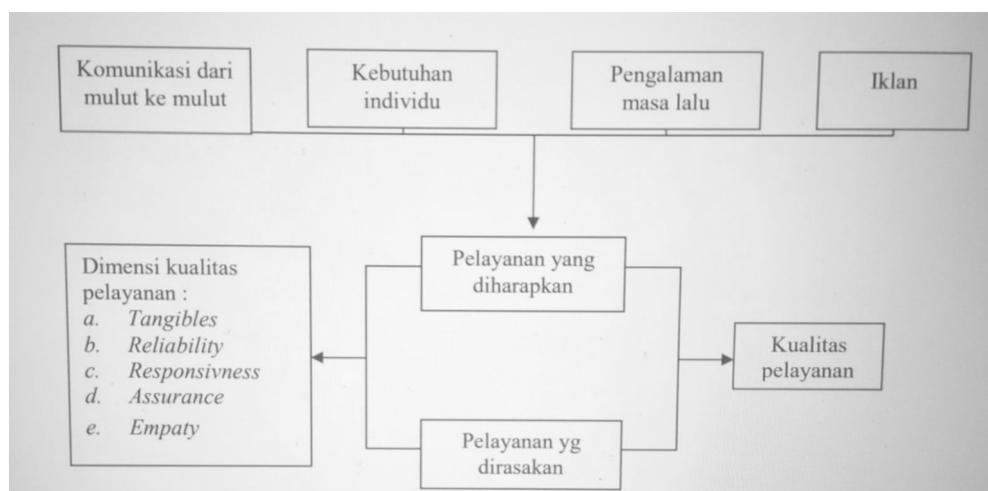
The exposed process of services leads the individual to believe in the office, because the land certificate applicant prefers to know exactly how much it costs to make a land certificate. In addition to complying with established workplace procedures, invoices for all incidental expenses are transparent both in total and when they occur.

### **Empathy**

Through interviews and observations, we know that every employee at the West Aceh District land office always greets clients with a friendly face and a warm welcome. The certificate issuer must feel comfortable during the certification process, so the service area, including counters, must be clean, well-organized and equipped with all necessary equipment. In addition, there must be rules that prohibit smoking and bringing food and drinks. Servicing at the West Aceh District land office is easier to do after a few drinks have been consumed.

The West Aceh District Defense Office does not discriminate against anyone who requests its services; However, because few people handle land registration themselves, the land office gives higher priority to the use of its services. This, of course, had been discussed and agreed upon beforehand, so no one raised any objections.

**Figure 1**  
**The Public Hope On The Service Quality**



Source: Processed by Authors, 2022

Even though it has not run optimally, the application has work well. From the researcher's observation, there are several aspects that should be revise and optimized by the employees at the West Aceh land agency, which are the skills and capability of the officer in operating computer, as some officers are still unable to operate a computer adequately. In this modern era, the utilization of technology is essential, if unable to follow the advancement of technology this will become a hindrance in providing service. Moreover, based on the study that was conducted, the researcher found that the accuracy of the officer in conducting assessment was low, where this assessment process took a quite a long time, sometimes it even exceeds the set standardized time. The assurance of the procedural requirement of the services in creating the land certificates also become an issue where the result of the study portrays a complicated process which cause the applicant to feel overwhelmed in dealing with it. Moreover, on the time assurance, researcher believe that there are differences between the applicable time in the field and the one which has been set by the SOP. This may lead to the delay the publishing time of the land certificates. From the analysis above, researchers assess that the issues need to be solve and optimized so there is no delay in the process of providing a good service based on SOP to the peoples who apply.

### **Factors that influence the quality of service for making land certificates at the West Aceh District Land Office**

#### **Citizen's Awareness**

Where public awareness is very important for the national land agency (BPN) in completing the documents that have been attached to the brochure so that there are no obstacles experienced by the land agency so that the process of making land certificates runs smoothly. Here the citizen needs to apprehend the flow of the procedural process and the administration files which must be prepared so that they do not become an obstacle for officials in processing the issuance of land certificates to the community. From the results of the research, the researcher saw that the awareness of the people who were the applicants needed to be increased

so that there would be no misunderstandings with the officers who provided the service. In increasing public awareness, efforts are needed on the part of service officers to provide education and socialization to the community before submitting an application for the issuance of land certificates so that the public will understand and understand and can also avoid misunderstandings between applicants and officials so that there are no obstacles in issuing land certificates.

### **Rules/Standards On The National Land Agency (BPN)**

The West Aceh Land Office has implemented rules or standards in organizing services for making land certificates such as the steps in making land certificates as follows: the first stage is that the applicant comes to the office of the National Land Agency (BPN) to bring files document the applicable requirements, then the counter will provide a form to be filled in by the applicant, usually the registration charges a fee of Rp. 50,000, then proceeds to the measurement and registration stage of the land certificate, after carrying out the measurement a land rights decision will be obtained.

The requirements that must be completed when applying for land certificate registration are as follows:

1. The applicant must photocopy the identity card and family card
2. Photocopy of taxpayer identification number
3. Letter of settlement of tax notification payable annual land and building tax
4. Building use rights certificate

### **West Aceh National Land Agency (BPN) Employee Organization**

As one of the functions in realizing development and planning in ensuring the success of regional development. The West Aceh Land Office is a work unit established under Aceh Qanun No. 13 of 2016, where the land agency is an instrument that has privileges and specificities according to the mandate of the Minister of Home Affairs No. 95 of 2016 concerning Aceh regional apparatus in chapter II part one article 2 paragraph 1. For example in the field of assigning rights in one sector/organization, workers at the West Aceh District National Land Agency are each given an SK by the office to employees for the placement of the part they comply with.

### **Facilities And Infrastructure At The West Aceh National Land Agency (BPN).**

The Land Office in West Aceh, as the current service provider, has all the necessary equipment and facilities to issue land certificates according to established service standards. Where the facility meets the applicable SOP in making and issuing land certificates so that it will provide convenience to the services provided to the applicant. Where the facilities and infrastructure contained in the West Aceh district land agency office include counters and a waiting room with the facilities provided are 3 registration counters and 1 file verification counter. Then there is a work space that is divided into each section and this section is the provision of work space and a comfortable work environment for employees so that they are not disturbed in carrying out their duties and can work optimally. There are also other facilities such as places of worship, disability facilities, parks and parking, toilets, and other supports such as security posts, CCTV, and fire extinguishers.

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## Conclusion

This study concludes that the quality of service in obtaining land certificates from the Aceh Barat District Land Office has run well based on the findings of the researchers based on Lovelock's five indicators: tangible, reliability, responsiveness, assurance, and empathy. Researchers are able to present the result of the research in which short that the quality of the services in the creation of land certificates so far has progress well, where the citizen did not need to wait too long for as the land agency has fulfilled the standard of the operational procedure.

Moreover, by providing complete facilities and infrastructure such as waiting rooms and counters for queuing and processing of documents for making land certificates, therefore the quality of service provided by the West Aceh District land office is what is needed by the community. The purpose of this research is to find out how well the West Aceh National Land Agency (BPN) is in carrying out its duties as a public servant.

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