

## **THROUGH LAND REGISTRATION GOVERNANCE SYSTEM AT THE LAND OFFICE OF GORONTALO DISTRICT**

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### **ABSTRACT**

This study discusses the implementation of land registration governance at the Land Office of Gorontalo District, with a focus on public accountability. This study uses a qualitative approach to explore the experiences, views, and perceptions of the community and officers related to the land registration process. The research findings show that although the organizational structure and division of tasks have been established, limited human resources hinder its effectiveness. The implementation of the electronic system has not been widely socialized, to improve public understanding and participation. Public participation is also limited due to a lack of understanding and negative perceptions of the complicated process. The practice of brokering is still widespread. This study highlights the gap between the theory of ideal governance (transparency, participation, accountability) and implementation in the field. Accountability is greatly influenced by the behavior and commitment of officers. The implementation of the electronic system has the potential to improve accountability, but is not yet optimal. This study recommends simplifying procedures, improving officer training, more effective socialization, and tighter supervision to combat corruption and increase public trust. This study provides new insights into developing more effective and efficient land registration policies.

**Keywords:** Land Governance; Land Registration; Public Accountability; Public Participation

### **1.0 INTRODUCTION**

Land registration in Indonesia is an important aspect of natural resource management and spatial planning. However, this process faces serious challenges, ranging from lack of accurate data to high land conflicts. Incomplete and poorly integrated data can hamper the registration process, while frequent conflicts, both personal and systemic, worsen the situation. In this context, land control in this country tends to be concentrated in individuals with established economic power, which creates a gap in land ownership in society (Angkoso et al., 2020; Linda et al., 2019).

One of the main problems that is in the spotlight is the weak implementation of a professional and accountable regulatory system. Some of the problems include bureaucratic procedures for managing services in the service sector which have received a lot of public attention because they often take a long time, for example in managing land registration and transfer of land rights.

At the local level, the community's skeptical attitude towards the land registration process has worsened the situation. Many people feel distrustful of government agencies, so they prefer to use the services of third parties, such as brokers or lawyers, to assist them in the registration

process. Although this may seem like a temporary solution, reliance on third parties often creates new problems, such as higher costs, the risk of fraud, and legal uncertainty. In addition, the difficulty of the community in showing legal grounds is also a significant obstacle, especially due to their low understanding and knowledge regarding the land registration and ownership process. Syuib & Safirah (2022) show that the lack of public understanding of the importance of land registration is a major obstacle. socialization efforts through various channels, including social media and going directly to the community.

In this context, the theory of governance in the public organization system becomes very relevant to analyze the extent to which empirical facts can guarantee an increase in the quality of services related to land registration (Marwiyah, 2023). Based on the Theory of Good Governance which provides dimensions of governance from the aspect of transparency (as emphasized by UNDP, 1997, by emphasizing access to information and accountability), responsiveness. In the development of administrative theory, Denhardt & Denhardt (2003) requires that public services must be carried out by prioritizing and orienting themselves towards public interests.

The development of governance systems is integrated through the dimensions of accountability, adaptation and participation to achieve effective land registration. Kaufmann et al. (2010) in their study on global governance showed that lack of transparency and participation can worsen public perceptions of government agencies, thus hampering the registration process. Therefore, this study was conducted to measure the extent to which the governance system is implemented in land registration activities in Gorontalo Regency.

Therefore, it is important for this study to explore how these aspects can be implemented in real terms in the land registration system at the Gorontalo Regency Land Office, and how the implementation can overcome challenges in increasing accountability for registration or transfer of land rights in Gorontalo Regency.

Although the development of public sector governance theory can provide a solid framework, there are limitations in its application. For example, many policies are not implemented consistently, which is often due to a lack of bureaucratic capacity and resistance to change. Rainey (2014) stated that the implementation of public services often leads to complicated procedures and is less responsive to community needs.

The urgency of this research is very high to address the gap in land registration, which is the root of many agrarian conflicts and legal uncertainty (Saleh et al., 2012). By understanding the existing challenges and limitations, this study aims to compile recommendations that can improve the land registration governance system, which can ultimately increase efficiency and accountability (Ramadhani et al., 2024).

The focus of this research is to improve accountability and transparency in the land registration governance system at the Gorontalo Regency Land Office, which is the foundation of effective and accountable governance. Through this focus, this research is expected to create public trust in the registration process, as well as increase their active participation in land management, which is in line with the principles of good governance (Ilham Arisaputra, 2013; Jubaidah, 2014).

The method used in this study is qualitative analysis with an in-depth approach, which allows researchers to explore in detail the various factors that influence land registration performance. This approach is in line with the principle of interpretive research (Schwartz-Shea & Yanow, 2012), which emphasizes a deep understanding of social meanings and interpretations in the context of implementing accountability principles in land registration.

In general, research findings show that there are artificial procedures that cause land registration mechanisms to be complicated and convoluted, which are often an indication of red tape (Bozeman, 2000). This lengthy procedure causes delays and frustration for people who want to register their land, which can lead to long queues. This indicates a lack of openness and public participation in the land registration process (Firdaus et al., 2024; F. N. Hidayah & Nabila, 2024).

Based on research findings regarding complicated land registration procedures, lack of openness and public participation, and the need to improve accountability and service ethics, it is necessary to implement user-centered digital transformation, as well as strengthen a more accountable service culture. Therefore, the implementation of e-digital in the land registration system does not only adopt technology, but also focuses on user experience. This can be done by considering several aspects, namely, first, service commitment, service ethics and service behavior that is more oriented towards public interest.

## 2.0 THEORETICAL FRAMEWORK

Public accountability theory and governance theory have undergone significant development in the context of current policy science. Public accountability refers to the obligation of government institutions to provide accountability for their actions, decisions, and use of resources to the public. In this context, accountability not only covers financial aspects, but also includes transparency, responsiveness, and community participation, which are key elements of good governance (UNDP, 1997). Meanwhile, governance theory focuses on ways to manage public resources effectively and efficiently, with an emphasis on collaboration between various stakeholders, which is in line with the concept of collaborative governance (Emerson et al., 2012).

In the development of public administration science, accountability and governance theories are increasingly relevant. Modern public administration demands openness and participation in decision-making, as well as greater responsibility for government institutions. The application of public accountability and governance theories has been carried out in various sectors of public organizations. For example, in the education and health sectors, the principle of accountability is applied through transparent reporting mechanisms and performance evaluations, which are often measured through key performance indicators. In the government sector, many countries apply the principles of good governance, such as the establishment of supervisory institutions (such as ombudsmen or anti-corruption commissions) and the use of information technology to increase transparency, often referred to as e-government (Heeks, 2002).

In the context of implementing land registration, the application of a governance system requires several main factors, namely: accountability, transparency and public participation

factors (Irawan, 2024; Margareth et al., 2024). Meanwhile, good governance ensures that there is a clear division of tasks among registration officers, thereby reducing the possibility of errors and fraud. In line with the application of the principles of public sector governance (Lestari & Mahmuda, 2021)

Accountability, as the foundation of good governance, is the obligation to provide accountability for actions, decisions and use of public resources. This is in line with the opinion of Margareth et al. (2024) which states that land governance must meet the principle of accountability in issuing certificates. Accountability ensures that public officials are responsible to citizens for how they exercise power and use public resources. In this context, accountability is not just compliance with the rules, but also includes performance evaluation and the consequences of success or failure in achieving predetermined goals.

Transparency is the openness and accessibility of information regarding the policies, decisions, and actions of an organization or government. This includes providing accurate, timely, and easily understood information to the public, as well as mechanisms to ensure that the decision-making process is carried out openly and can be monitored. Pratama et al. (2023) emphasize the importance of transparency in the complete systematic land registration program, which allows the public to understand the procedures and avoid irregularities. With transparency, citizens can make better decisions and hold the government accountable for the actions taken.

Participation is the active involvement of citizens or stakeholders in the decision-making process, policy formulation, and implementation of government programs. This includes the right to provide input, raise objections, and influence the outcome of decisions. Inessya et al. (2024) show that public participation significantly influences the success of the complete systematic land registration program, emphasizing the importance of public involvement in every stage of the process. Effective participation requires good socialization support (Darmotannyono et al., 2023) and assistance from related agencies (Didik Prasetyo Widiyanto & Muslih Amberi, 2023). By increasing participation, it is hoped that the government system can become more inclusive, fair, and responsive to the needs of the community.

Although the implementation of land registration in the Land Office of Gorontalo Regency, the application of public sector governance theory. Accountability includes the obligation of officers to provide clear and timely information to the public about the registration procedure and the status of processing land registration applications effectively. Empirical facts that highlight the challenges in the land registration process, especially related to long and complicated procedures, reflect fundamental problems in land governance in many countries, including Indonesia.

Long procedures often involve various complex stages, ranging from document collection, verification, measurement, to approval from various related agencies. This long chain of procedures is not only time-consuming, but also requires a lot of money, especially if the community has to use the services of a third party to help them through the process. As a result, people, especially those from the lower middle class, often feel frustrated and reluctant to register their land, which can ultimately hinder development and create legal uncertainty.

In addition, long and complicated procedures also open up opportunities for corruption and extortion. Certain individuals can take advantage of the complexity of the procedure to ask for rewards from people who want to speed up the process of registering their land. This not only harms the community financially, but also damages their trust in the government system. Therefore, simplifying land registration procedures is very important to increase efficiency, reduce costs, and prevent corrupt practices. The government needs to conduct a comprehensive evaluation of the entire land registration process to identify inefficient, duplicative, or unnecessary steps, and utilize information technology to automate the process and speed up the workflow.

This condition shows that the implementation of governance from an accountability perspective requires a more comprehensive framework where limitations in its implementation can cause public dissatisfaction, especially in the aspect of land registration. For example, not all institutions have sufficient resources to implement good governance principles. The expected contribution of this research related to governance theory is needed to provide new insights in developing more effective and efficient land registration policies. By understanding the challenges and opportunities that exist, this research is expected to provide useful recommendations for the development of contemporary policy concepts and science, as well as increasing accountability and transparency in land management in Indonesia, which ultimately contribute to sustainable development goals (SDGs), especially related to legal certainty and land rights (United Nations, 2015).

### 3.0 RESEARCH METHODS

In this study, the approach used is qualitative. The selection of this qualitative approach was made because this method provides an opportunity to explore in-depth understanding of land registration governance at the Gorontalo Regency Land Office. Through this approach, researchers can explore various experiences, views, and perceptions of the community and officers related to the land registration process which is often complex and convoluted. Qualitative research allows researchers to capture the nuances and social contexts that influence the interaction between the community and government institutions, which cannot be done with a quantitative approach.

The data collection process was carried out using various techniques that have been proven effective in qualitative research. Referring to Sugiyono (2011), the researcher began by conducting in-depth interviews with various parties involved, such as officers at the Land Office and the community who had gone through the land registration process. This interview was designed to explore information about the structure of the division of tasks and responsibilities, as well as the procedures applied in land registration. In addition to interviews, direct observation was also conducted to directly observe land registration practices and interactions between officers and the community. This observation provides a real picture of how the procedure works and how the community responds to it.

Meanwhile, documentation studies are also an important part of data collection. Documents related to land registration regulations and policies were collected to provide a more comprehensive context to the process being studied. In addition, researchers conducted focus group discussions (FGDs) with several community groups to explore their views on the land



registration system. These FGDs aimed to understand the challenges faced by the community and identify their expectations for a better registration system (Ratu & Subekti, 2021).

In presenting the data, the researcher used the approach described by Haradhan (2018) by organizing the research results in the form of an in-depth and comprehensive narrative. Data obtained from interviews, observations, and focus group discussions were processed in such a way that they could describe the context and meaning of the existing findings. The researcher grouped the data based on relevant themes (Nani et al., 2024), such as the structure of the division of tasks, registration procedures, and aspects of accountability, transparency, and public participation in the registration of land rights.

Data analysis was carried out using the analysis model proposed by Miles and Huberman. This model consists of three important stages: data reduction, data presentation, and drawing conclusions. In the reduction stage, the researcher filters the data that has been collected to select the most relevant and significant information. This process involves identifying themes and patterns that emerge from the data, so that researchers can focus on the most fundamental aspects of the problem being studied.

After the data has been reduced, the next stage is data presentation. In this stage, the researcher compiles the information that has been organized in the form of tables, graphs, or narratives that facilitate understanding. Clear and systematic presentation allows readers to better follow the researcher's train of thought. Finally, conclusions are drawn by identifying patterns and themes that emerge from the data analysis. This conclusion not only includes the main findings but also provides an explanation of the implications of the research results for land registration policies.

Data triangulation is an important step to ensure the validity and reliability of research results. The triangulation process is carried out by comparing interview results with observation data and documentation studies (Nurfajriani et al., 2024). In this way, researchers can ensure that the findings obtained are accurate and representative, and reduce the possibility of bias that can affect the research results. This triangulation process also helps researchers to confirm or clarify information obtained from various sources (Susanto et al., 2023).

Finally, the conclusion-drawing process is carried out by referring to the guidelines described by Creswell & Creswell (2018). In this stage, researchers draw conclusions based on data analysis and interpretation of the results. This conclusion includes the main findings, as well as recommendations for improving land registration governance at the Gorontalo Regency Land Office. This research is expected to provide in-depth and comprehensive insights into land registration governance, as well as factors that influence its performance, so as to encourage increased accountability, transparency, and community participation. With these systematic and structured research steps, it is expected that the research results can provide a significant contribution to the development of more effective and efficient land registration policies, as well as increase public trust in the land registration process in Indonesia.

## 4.0 RESEARCH RESULTS

In the process of implementing the land registration policy, at the Gorontalo Regency Land Office, from the aspect of implementing the task structure, it has been in accordance with the

Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 17 of 2020 concerning the Work Procedures and Organization of Regional Offices and Land Offices and Regulation of the Head of the National Land Agency Number 1 of 2010 concerning Land Service Standards and Regulations, as well as technical implementation related to the implementation of land registration referring to Government Regulation Number 24 of 1997 concerning Land Registration, Government Regulation (PP) Number 18 of 2021 concerning Management Rights, Land Rights, Apartment Units, and Land Registration, Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 18 of 2021 concerning Procedures for Determining Management Rights and Land Rights and Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 5 of 2025 concerning Delegation of Authority to Determining Land Rights and Land Registration Activities.

Organizational structure is also an equally important factor in determining and seeing how an organization works, which can be analyzed through its illustrated structure and will be able to identify the sections and subsections, their respective authorities and the coordination relationship between sections and subsections in carrying out tasks and responsibilities (Caesar et al., 2021). However, it is important to consider improving the quality of human resources through education and training methods. Case studies in various government agencies show that job rotation and cross-sectional training can increase the overall capacity of the organization, but need to be balanced with the addition of employees so that the workload is not excessive (Cowling & Mailer, 2013).

The importance of education and training can also support the process of technological transformation in a digital-based service system by the National Land Office. A study conducted by Oktavianus Carlos Awa Pea et al (2023) shows that the limited skills of employees in mastering information technology are one of the obstacles in the implementation of digital land services (PTSL). This is also supported by (Fitriya, 2018) factors that influence the quality of land certificate making services, such as officer competence, adequate facilities, and information systems that can encourage the effectiveness of land services. Furthermore, regarding the procedures applied in land registration, this study revealed that the existing procedures tend to be easier with the implementation of an electronic registration system, but the implementation of this policy has not been widely socialized so that public understanding of the requirements and procedures is still a challenge faced, which indicates a knowledge gap (Dervin, 1998) and the need for knowledge translation (Straus et al., 2011). Land registration procedures and mechanisms, although standardized through SOPs, still face challenges in responding to public interests. A study conducted by The World Bank (2017) shows that responsive public services require effective feedback mechanisms, public participation in policy formulation, and performance measurement that focuses on user satisfaction, which can be implemented through citizen relationship management (CRM) (Greenwood, 2006). The Land Office needs to adopt strategies to improve responsiveness, such as customer satisfaction surveys, public consultation forums, and effective complaint handling mechanisms, which are part of customer experience management (Schmitt, 2003).

Public participation is a crucial element in increasing community involvement in land management, both electronically and manually. However, empirical facts show that lack of

community understanding and limited resources often hinder effective participation. Public participation not only involves the application but also the village government as the provider of the deed or sale and purchase or other valid proof of title made by the village government. Although access to information has been adequate, for example developed through a digital land registration application, it has not been fully utilized by the community. This is due to a lack of understanding of the land registration process (Hartono, 2025; Huda & Wandebori, 2021), on the other hand, the equalization of technology that has not reached rural communities (S. Hidayah, 2024), is also a problem in itself for increasing the effectiveness of land registration. Technically, there are also challenges related to land registration procedures and mechanisms. According to (Nurcahyo et al., 2019), land registration requires responsiveness from village officials in supporting the process of completing applicant files to obtain certificates. On the other hand, empirical facts also show that the high phenomenon of brokering practices in the land registration process has added to the series of problems in the land registration process (Momole, 2024). This happens because there is still a public perception that land administration procedures tend to be long and complicated.

Therefore, in implementing land registration policies, it is necessary to simplify procedures, increase transparency, and strengthen supervision to reduce brokering practices and increase public trust in the governance system in the land registration process (Momole, 2024).

This simplification can be done by reducing unnecessary steps and ensuring that the information needed is openly available and easily accessible to the public. The length and complexity of the procedures for obtaining land certificates often raises negative potential that can be misused by officers who deliberately do not provide more extensive information, thus potentially leading to bribery practices because the community using the service has no other alternative to speed up the service except by connecting with officers as revealed by Putra et al (2023), while on the community side there is also skepticism and prefers shortcuts by giving bribes to officers in the hope that the certificate processing process will be faster (Permadi, 2023). Overall, several of these findings can provide an overview of the challenges and can contribute to improving procedures and service mechanisms in the land sector.

## 5.0 DISCUSSION

Governance is often measured from the aspect of improving organizational performance in a review of increasing the effectiveness and goals of the organization so that governance theory is often more developed in terms of governance mechanisms and procedures in improving the goals, vision and mission of the organization. However, in the development of current theory, the shift in public administration has experienced a shift that is more oriented towards public services. In improving public services, dimensions of improving service performance are needed that are integrated with a contemporary governance system. This gap has often been discussed in various studies, but in its application, it is often hampered by various dimensions of governance that are often thwarted through procedures and mechanisms that are actually arranged based on organizational interests rather than concrete public interests.

The ideal governance theory is expected to include a clear division of tasks and responsibilities as well as transparent and efficient procedures. Good public services require a clear system of division of tasks and responsibilities. (Caesar et al., 2021). Structural assistance of tasks and



functions is applied to fulfill the service system in the land sector, but it has not fully covered the service due to the lack of apparatus, especially technical staff who handle the procedures for issuing and transferring land rights. On the other hand, in terms of accountability, there is no standard for implementing a responsive registration policy system.

In this study, it was identified that there was a significant gap between the existing theory and the empirical facts found in the field, especially related to the application of the principle of accountability in the development of participatory governance in the context of land registration at the Gorontalo Regency Land Office. Empirical facts show that the development of governance is carried out with a management approach in improving organizational performance by implementing a structural bureaucratic system by clearly emphasizing the duties and functions of the service. But the governance system is also developed based on the principles of accountability. Based on this approach, the implementation of land registration services is carried out based on the standard operating procedures that have been set based on the Regulation of the Head of BPN Number 1 of 2010 concerning Land Service Standards and Regulations.

According to Irawan (2024) accountability, transparency, and participation are key factors that influence land registration governance. The results of the study show that although this theory is quite strong, its application at the Gorontalo Regency Land Office is still weak. For example, the public complains about the lack of transparency in the announcement of physical and legal data. This ambiguity creates deep dissatisfaction among the community, who feel they are not involved in the process related to their land rights. This shows that although the theory provides a clear framework, implementation in the field still encounters many obstacles.

The research findings show that the implementation of an accountable, transparent and participatory governance system not only requires clear procedures, systems and mechanisms, but also requires commitment and responsiveness and responsibility of the apparatus in fulfilling public interests according to the principles of accountability in a concrete manner. This is necessary because empirical reality shows that although the determination of procedures has been established in accordance with the SOP, in reality the land landing procedure is still complicated and tends to take a long time. This is also confirmed by several informants (HK) who stated that the administration of certification and transfer of rights tends not to meet public expectations for fast and professional services.

On the other hand, the implementation of technological systems has driven significant changes, especially in terms of information transparency and service effectiveness in the land sector (Pratama et al., 2023). The implementation of PTSL is expected to encourage a more efficient and effective governance system. As emphasized by Stolterman & Croon Fors (2004), the use of digital technology is expected to make it easier for the public to access information and services related to land registration, which is an implementation of digital transformation. Some of the available information such as rates for survey, inspection, measurement, and mapping service fees are charged to the applicant/payer (Butarbutar et al., 2023).

In the context of the Systematic Land Registration Program, the legal implementation of electronic land is carried out based on the Regulation of the Minister of ATR/Head of BPN RI No. 3 of 2023. The implementation of this system according to (Riyanto et al., 2017) can

improve the legal aspects of protecting land rights. On the other hand, it can also motivate increased public participation and interest in managing land certificates (Sjamsi & Monoarfa, 2016). In the land registration process, long mechanisms and procedures with too many steps create frustration for people who want to register their land, which indicates bureaucratic red tape (Bozeman, 2000).

Dewi & Susantio (2024) and Khair & Assyahri (2024) emphasized that the use of electronic certificates has great potential to increase the efficiency of land registration and prevent land mafia practices. However, the results of this study are not always the same as the results of the research. That the public service process often does not run according to expectations and established standard procedures. In line with this fact, Masnah (2021) found that although the PTSL program aims to accelerate and simplify land registration, its implementation still faces obstacles. Lack of socialization and coordination between agencies is an inhibiting factor that needs to be addressed immediately, which can be analyzed using interorganizational relations theory (Alter & Hage, 1993).

In the context of implementing electronic land registration, adequate resource support is required (Firdaus et al., 2024). In fact, the Gorontalo Regency Land Office is experiencing a shortage of employees, especially in carrying out the functions of each section in the land registration process. For example, the administration section, measurement section, data processing section and others often require a sufficient number of employees, but in reality one section is often involved in another section.

This condition empirically can cause the processing of certificate issuance applications to often take a long time. According to Azizah (2024). Bambang Suharto and Suharto & Supadno (2023) in their study identified that limited human resources are the main obstacles, in addition to several obstacles such as administrative complexity and geographical challenges that require adequate resources. This condition raises public complaints so that they have to complete documents in fulfilling administrative requirements and psychologically they have to wait a long time due to the lack of information from officers about the exact completion time (Moynihan et al., 2015).

The application of the principle of accountability is also greatly influenced by the behavior of officers who are less responsive and should be able to provide certainty and comfort to the public in obtaining quality and accountable services. This condition requires the provision of excellent public services by showing a friendly attitude and high responsibility in carrying out their duties and functions professionally.

The lack of accountability from officers in completing procedures properly affects public perception where the service seems slow and takes a long time to wait for the certificate issuance process. Officers do not try to provide information to the public about the progress of the certificate processing process applied for by the Land Agency. This condition can also cause people to often become skeptical and often prefer to use third-party services in the certificate reduction process. Delays caused by these lengthy procedures not only disrupt individual plans, but also hinder broader economic development in the area, which shows a negative impact on economic development (Todaro & Smith, 2015).

From the results of the study, it can be stated that accountability is not only caused by the limited number of employees but also the behavior of employees in providing fast service. As emphasized by (Safitri, 2019) High responsiveness, which is characterized by speed, accuracy, and ease of access, can increase the effectiveness of land registration services. Related to this responsiveness, it can occur due to other factors that are not only caused by the limited number of employees or officers in fulfilling services in the land sector but also because of the element of deliberate officers who deliberately delay time because of certain hidden interests that are expected to be fulfilled by the applicants. Officers very rarely contact applicants to inform them of the progress of the applications submitted by them. This requires that the role of the public must be more proactive in always checking officers so that the process of determining rights or transfers can be carried out quickly. Another aspect that is very crucial in the application of the principle of accountability in the context of registration and transfer of land rights at the Gorontalo Regency Government Office is also the importance of transparency in the process of implementing the service. Transparency is needed to open an effective flow of communication between applicants and service officers. The lack of proactivity of officers in providing information to the public or applicants can cause applicants to always have to contact officers in the land department so that applicants often require additional costs in processing certificates because they always check the progress of the applications they submit.

In line with this (Syahwan et al., 2022) Highlighting the communication aspect that can affect performance in the land sector. Communication is an important element in an organization (Clampitt, 2017). Communication between employees, as well as between employees and the public, can facilitate the land registration process. (Putri et al., 2024) found that good communication management is very important in increasing the efficiency and effectiveness of services. Good communication can be a channel for clear and accurate information, as well as handling complaints and input from the public responsively, which is part of customer relationship management (CRM) (Buttle & Maklan, 2015).

The increasing intensity of applicants who are always proactive often creates skepticism for the public and encourages them to always take shortcuts by making various connections to officers. The public chooses to sacrifice a little value that is economically sacrificed in order to speed up the service process. This condition can basically create opportunities for bribery or gratification to officers when officers do not have good intentions to speed up the service process, for example at least according to the time that has been set based on the established SOP. This condition has the potential to cause collusion and corruption practices that can lead to cases of bribery of officers by the public with the aim of speeding up their affairs. This is likely to happen because the public does not have access or space to make complaints because of their dependence on land officers who tend to defeat their sportsmanship and are forced to follow the model or habits to build good connections with officers.

Empirically, the process of managing rights and transferring land rights requires direct public involvement or the involvement of parties entrusted by the public to manage their interests related to the issuance of certificates. This happens because public presence is not only needed to fulfill the administrative requirements and jurisdictional requirements that are the basis for the issuance of certificates, but also public presence is needed to determine land boundaries and even must present sanctions to strengthen the requirements in the form of a legal basis that is the basis for the issuance of certificates. Public presence can basically facilitate the

implementation of service processes and procedures in the questioning sector (F. N. Hidayah & Nabila, 2024).

Inessya et al (2024) showed that community participation significantly affects the success of the PTSL program, which emphasizes the importance of community engagement (Goodman et al., 2013). Therefore, it is important to actively involve the community in every stage of the land registration process, which is the principle of participatory governance (Fung & Wright, 2003). One aspect of community participation is also greatly determined by the existence of socialization (Darmotannyono et al., 2023). To increase participation, it requires assistance from related agencies, in this case the land office (Darto, 2018; Didik Prasetyo Widiyanto & Muslih Amberi, 2023).

Low community participation occurs because there is still an assumption that the administration of land certificates takes a long time and is complicated, so the public prefers to hand over the administration of certificates to third parties or brokers (Momole, 2024) because they often promise convenience and the public prefers to be involved in the service process which often does not have a settlement system with a definite time.

In this context, Didik Prasetyo Widiyanto and Muslih Amberi (2023) highlighted the low community participation which is indicated by the large number of people who still need intensive assistance from the Land Office. On the other hand, it is also due to the lack of public understanding of land reduction procedures (Vera, 2016)

From several empirical facts, the results of this study indicate that the application of accountability principles by implementing a system of openness and public participation is inadequate to increase accountability in the context of public services in the land sector, especially in increasing public satisfaction (Endah & Vestikowati, 2021). This study shows that accountability is largely determined by the behavior and commitment of service officers and how they have a sincere intention to provide an accountable service process.

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