

## Challenges and Readiness of Public Organizations in Electronic-Based Services: A Study at the Medan City Land Office

Anzar Abidin Nadjpa<sup>1</sup>, Sawitri Budi Utami<sup>2</sup>, Pardamean Daulay<sup>3</sup>

<sup>1,3</sup>Master in Public Administration, Universitas Terbuka Jakarta, Indonesia

<sup>2</sup>Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Padjadjaran, Indonesia

[anzarnadjpa@gmail.com](mailto:anzarnadjpa@gmail.com)

### Abstract

*This study will discuss and analyze the challenges and readiness of government or public organizations in implementing an electronically integrated mortgage service (HT-el) policy implemented by the Medan City Land Office. The basic question in this study is how the challenges and readiness of resources, organizational units and the use of methods in implementing an electronically integrated mortgage service (HT-el) policy are. In order to examine this topic, the theory of policy implementation by Charles O. Jones (1984) will be used as an analytical knife. This study finds that resource support, especially human resources, is a challenge for organizations considering that the transformation of service methods from conventional forms to electronic-based services requires a certain capacity, expertise and creativity in addition to the quantity of resources to ensure that the application for HT-el issuance can be served. To ensure that HT-el services are carried out perfectly, the Land Office has carried out bureaucratic reforms, either through the determination of certain functional positions based on expertise, institutionalization of ethics and the establishment of Service Integrity Zones.*

### Keywords

policy implementation;  
mortgage; e-government,  
electronic services



### I. Introduction

Technological advances have a major influence in the implementation of public services globally, including in empirical practice in Indonesia. This influence is seen in the shift of public services which were originally done manually to IT-based services or better known as e-government, namely the concept to state all actions in the public sector that involve information and communication technology in order to optimize efficient public service processes. transparent and effective (Kurniawan, 2020). The implementation of e-government in Indonesia has started since the issuance of Presidential Instruction Number 6 of 2001 concerning the Development and Utilization of Telematics in Indonesia, which was formally started in 2003 through a follow-up regulation, namely Presidential Instruction No. 3/2003 on National Policy and Strategy for e-Government Development. The implementation of e-government is marked by the development of internet-based websites and applications by all ministries and state institutions and is followed by local governments both at the provincial and district/city levels (Sari and Winarno, 2012). Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

The implementation of e-government is basically applied to almost all public service sectors and in this context coincides with the division of sectoral authority between the central and local governments. The division of authority has been expressly regulated in Law No. 32 of 2004 concerning Regional Government as last amended by Law No. 9 of 2015. The slice of authority creates the context of concurrent governance or the existence of authority of each level of government in the public service sector which is under review. This includes the land service sector. In accordance with Permen ATR / Head of BPN Number 5 of 2017 concerning Electronic Land Information Services, various services in the land sector are related to services for checking Land Rights Certificates, Land Registration Certificates, Information on textual and/or spatial data, Information on Land Value Zones, Information on Coordinate Points, information on Global Navigation Satellite System (GNSS)/Continuously Operating Reference System (CORS) data packages, information on land maps, information on spatial planning and service of mortgage rights are carried out electronically. The various services in the land sector have been carried out officially since 2017, but the electronic mortgage service has only been carried out since 2019.

The city of Medan is the third largest city in Indonesia with a high rate of development and economic growth which has an impact on the high demand for HT-el services for economic and business purposes. Therefore, the implementation of HT-el is strategic to be maintained and subsequently managed sustainably. However, even though the presence of this HT-el service is strategic for Medan City, the implementation of this policy is not without problems. These problems, among others, concern the legality aspect along with the emergence of public criticism stating that HT-el has no legal force (<https://www.mistar.id/opini/ht-electronic-not-power-law/>). Furthermore, the problem of minimal socialization to the public regarding the transition of conventional mortgage management towards online-based services, aspects of human resources implementing policies and services that have problems in quantity and quality and the lack of aspects of participatory stakeholder involvement in program planning, implementation and supervision.

The problems that occur in the city of Medan or Kantah of Medan City are basically not much different from the implementation of electronic service public policies in other government institutions. In general, the implementation problems are related to weak regulations, inappropriate resource mobilization, immature planning as well as organizational structures and authority structures that make the program ineffective. This study will then focus on and analyze the challenges and readiness of the Kantah organization as the implementation of HT-el service policies in Medan City. The readiness of the organization will be seen in the dimensions of resources, organizational units and methods of implementing policy programs.

## **II. Review of Literature**

Talking about Electronically Integrated Mortgage Services (HT-el) cannot be separated from talking about the implementation of public policies, namely policy statements that are converted into policy actions or concrete actions in order to achieve goals (Cooper, 1995; Wibawa et al, 1994). Mazmanian and Sabatier explain in more detail that implementation is the implementation of basic policy decisions, usually in the form of laws, but can also take the form of important executive orders or decisions or judicial decisions (Hill & Hupe, 2002). Ideally, the decision identifies the problem to be addressed,

sets the goals to be pursued, outlines the implementation process. The process usually goes through a number of stages starting with the ratification of the rules then followed by the policy of the implementing agency, compliance with the decision, the impacts, the results and finally the revision of the basic rules.

### III. Research Method

This study uses descriptive qualitative research methods or those that aim to build a detailed view that is formed with words, holistic and complex images and does not use statistical analysis stages or other quantification methods (Moleong, 2012). Data was collected through in-depth interviews with research informants using interview guidelines as an instrument. The interviews were recorded through a recording device on a smart phone device and transferred to the research database. In-depth interviews were conducted based on general questions which were then detailed and developed when conducting interviews or after conducting interviews to conduct the next interview (Afrizal, 2014). Interviews were first conducted with service applicants or regular informants to obtain empirical facts in the field. Furthermore, interviews were conducted with stakeholders such as banks, land officials and PPAT. To enrich the research data, limited observations were carried out or collected research data through observation and sensing (Bungin, 2007). Observations in this study were conducted to see and directly assess the implementation of Electronic Mortgage Rights in the Medan City Office. Documentation studies are used to complement and support data generated from observations and interviews (Sugiono, 2016).

### IV. Result and Discussion

#### 4.1 Implementation of Public Policy on Electronic Mortgage Services (HT-el)

Mortgage rights are one type of collateral rights in addition to mortgages, pledges and fiduciaries (Sjahdeni, 1999). In Law Number 5 of 1960 concerning Basic Regulations on Agrarian Principles (UUPA) it is stated that mortgage rights over land are defined as security rights imposed on land rights, including or not including other objects that are an integral part of the land, for repayment of certain debts, which gives priority to certain creditors over other creditors. So far, the Mortgage Registration service is still carried out manually or conventionally in accordance with the provisions of Article 13 and Article 14 of Law Number 4 of 1996 concerning Mortgage on Land and Objects Related to Land (UUHT). In its implementation,

To provide convenience and acceleration of land services, it is necessary to innovate services by utilizing the development of information technology. Therefore, the electronic service policy in the mortgage service is very important. The Electronic Integrated Mortgage Service is further interpreted as one of the efforts of the Ministry of Agrarian Affairs and Spatial Planning (ATR) / National Land Agency (BPN) to answer the problems being faced nationally in building a less integrated land administration governance system and the absence of data uniformity. Besides that,

**Table 1.** Characteristics of Electronic Mortgage Services

	Service Characteristics
1.	Fulfill the principles of openness, timeliness, speed, convenience and affordability in the context of public services as well as to adjust legal and technological developments.
2.	Introducing an electronic domicile, namely the domicile of the parties in the

	form of a verified electronic mail address and or cell phone number.
3.	Use electronic signatures.
4.	Began to adopt land books and electronic certificates.
5.	Electronic system for submitting PPAT deed (Deed saved by PPAT)

Source: Regional Office (Kanwil) of North Sumatra Province BPN (2020)

Mortgage issuance services at the Medan City Land Office basically make a significant contribution to Non-Tax State Revenue (PNBP). Prior to the implementation of HT-el services, income from one of these non-tax sources in the land sector varied from the range of Rp. 7 billion – Rp. 9 billion annually. However, since the enactment of HT-el, non-tax revenues for the first semester of 2020 and the first semester of 2021 have drastically decreased. There are several reasons that led to the decline in PNBP revenue, among others, the difficulty of the parties in using online portals, the lack of opportunity to socialize and at the same time the spread of the Covid-19 pandemic case which had an impact on working hours and the impact on local economic growth (Interviews 2021).

**Table 2.** PNBP Receipts Related to Mortgage Rights  
(In million rupiah)

Service Type	Year					
	2016	2017	2018	2019	2020	2021)*
Mortgage right	8.844	9,234	8,670	7.325	4.613	3.297
Change Mortgage Name	0.7	-	-	1.2	-	3.6
Mortgage Merger	-	-	0.05	-	0.4	0.1
Online Mortgage Data Change	-	-	-	0.05	0.4	0.45
Amount	8.845	9,234	8,670	7.326	4.613	3.302

Source: Medan City Land Office, 2021 )\*until August 2021

Taking into account the characteristics of the HT-el service organized by the Medan City Office and the acquisition of state revenue from the PNBP sector, it is believed that the service method carried out is in line with the development, demands and dynamics of the community. The use of internet-based information technology must be recognized as an inseparable part of the lives of urban communities as well as residents of the city of Medan. Easing or breaking the chain of Covid-19 spread in the future is believed to restore Medan City's economic growth which has consistently increased in the last decade and is believed to have an impact on the growth of HT-el applications which ultimately leads to an increase in PNBP (Interview, 2021).

#### 4.2 Resource Challenges and Organizational Methods for Implementing HT-el Policy

Jones (1984) defines organizational pillars as part of the dimensions of policy implementation related to the formation or rearrangement of resources, units and methods to make the program work. Organization itself is interpreted differently by many scholars or experts. However, the meaning is relatively the same, namely regarding membership relationships, communication, level of authority, system of rules and so on (Hall in Hoffman, 1991). This study briefly discusses 3 (three) forms of organizational resources

that can be used as a foundation in implementing an electronic mortgage service policy. The three resources are human resources (HR), capital resources and social resources.

Human resources in a modern organization are the main capital. These human resources can be seen from the aspect of quantity and quality that affect the performance of policy implementation. Aspects of quantity and quality of human resources in an organization that implements policies are not seen as two dichotomous aspects in the sense that in certain organizations the quantity aspect is more needed than the quality aspect, on the contrary in other organizations the emphasis is more on the quality aspect than the quantity. Likewise, in a particular organization both aspects are absolutely necessary.

When viewed from the aspect of the quantity of human resources owned by the Medan City Office in general, it is still lacking. Of the total Kantah employees, the majority (51.07%) are non-state civil servants (ASN). The total number of employees is 139 people and as many as 71 of them are non-civil servant government employees (PPNPN) and service workers. This shows that the existing permanent employees or ASN have not been fully able to carry out the main tasks and functions of the Medan Kantah so that the presence of PPNPN elements and service assistants is still needed. At the technical level, the electronic Mortgage Service (HT-el) is in the Rights Determination and Registration Section which consists of 41 employees with details of 19 ASN, 11 PPNPN and 8 Pramubakti. With this composition, this work unit in charge of HT-el services is the largest unit that carries out technical work within the institutional structure of Medan Kantah. The general subdivision with the highest number of employees does not carry out technical land works but carries out general administrative affairs, personnel and equipment.

**Table 3.** Profile of Medan City Land Office Implementing Staff

No.	Sexy/Subsection	Number of Employees by Status			Amount
		civil servant	VATPN	Service Officer	
1.	Administration	12	25	7	43
2.	Survey and Mapping	19	6	3	27
3.	Assignment of Rights and Registration	19	11	8	41
4.	Structuring and Empowerment	5	1	2	8
5.	Land Acquisition and Development	4	3	-	7
6.	Dispute Control and Handling	9	2	2	13
	Amount	68	49	22	139

*Source: Medan City Land Office (2021).*

The availability of employees in the context of quantity even though they have done online services is still important because there are data input jobs and system monitoring that require sufficient manpower (Interview, 2021). However, the quantity required is drastic from the figure required when the service is carried out conventionally. The importance of maintaining the quantity of staff, especially those from the PPNPN element, was also agreed by Edward III (1980) as stated that "the most essential source in implementing public policies is staff where the main source of failure in implementing public policies is staff shortages".

When viewed from the aspect of the quality of employees as policy implementers, several indicators are worth mentioning. The indicators include aspects of education, training or capacity building and work experience. The quality of Kantah Medan's human resources, especially those related to the educational qualifications of Office Employees, is very good. From the staffing statistics, as many as 96 employees or 60.06% have completed higher education. While the other 43 people or 30.93% only finished high school education. With the composition of employees based on this level of education, employee competencies should be reliable in carrying out the main tasks and functions of the land office as implementing policies or implementing government affairs in the land sector.

However, this research informant said that even though the level of education of employees is considered relatively good, it does not mean that their technical and substantive competencies are good. Further competence is still needed through a series of training, education or other capacity building activities in technical implementation and land services. This is based on the fact that the general and specific competencies that must be possessed by employees at the Land Office are relatively different from those required in other government organizations. In fact, certain sub-fields such as mapping require high technical and quantitative skills from employees or in the land dispute section which is required to have competence in the litigation sector and a complete understanding of land and spatial planning laws (Interview, 2021). A study conducted by Sintaningrum (2008) in Subang City, for example, said that the capacity of policy implementing organizations as implementers was inadequate and became an obstacle in program implementation. The indicators of weak competence are seen from the weak commitment of the implementers, the inadequate quality of human resources and the lack of coordination between related agencies.

The next organizational resource that is absolutely necessary in carrying out its functions is capital resources consisting of capital in the form of physical goods and support for budget availability. Capital resources in the implementation of public policy are one of the crucial factors. This is also reinforced by the fact that the investment in information technology and maintenance costs are quite large even though in the end it is more efficient in the long term. A study conducted by Harsono (2009) on the SIMTANAS program in Kantah, Jepara Regency showed that the program experienced problems due to the unavailability of financial support specifically allocated for electricity costs, hardware and software maintenance, data backup, administrator staff and telephone/telephone costs. Internet.

The implementation of the policy for the service of Electronic Mortgage Rights (HT-el) has generally been supported by adequate capital and equipment resources. For financial support as part of capital resources in carrying out public policies, Kantah Medan in 2020 has a budget for services and equipment of Rp. 440,697,000 with the absorption rate or budget realization reaching 99%. This figure is significant enough to ensure the repair and maintenance of HT-el service technology equipment. In accordance with modern office standards, Kantah Medan City has been equipped with office infrastructure and information technology equipment that allows the implementation of HT-el services to run well. From the inventory data held, the main assets in the form of machinery and work equipment are adequate, although they are not equivalent to the equipment and inventories owned by public service institutions carried out by private organizations such as banks and other business organizations. However, from the distribution of the type and number of equipment owned, at least, it has begun to adjust to public services carried out by institutions that provide direct services to the community.



*“The existing work equipment is considered appropriate to carry out routine work and services. Almost all types of equipment and work equipment like other offices are owned by this office. We have computer equipment, information technology, scan machines, photocopiers, according to service office standards. I think it is very sufficient” (Interview, 2021).*

Organizational resources that are no less important, although often ignored, are social resources or in other terms referred to as social capital. Social capital is simply defined as a set of informal values and norms that are shared among the members of a community group that allows cooperation between them (Widodo, 2016; Ayu, 2015). Or refer to the opinion of Burt (1992) who defines social capital as the ability of the community to associate with each other so that it becomes a very important force, not only on the economic aspect, but also on every other aspect of social existence. In the context of implementing HT-el services, this social capital is also important to develop. In addition to creating a korsa soul, Good social relations or fluid personal communication between the implementers of this social capital presence policy can be used as a medium to improve organizational performance. Kantah Medan City has a variety of social capital, including organizing family gatherings, joint tours or celebrating the birthdays of several staff who are in charge of public policy and services for publishing HT-el (Interview, 2021).

The service method as presented by Jones (1984) is a sub-dimension of the organization in policy implementation. The service method in this context is interpreted as a series of process activities that must be carried out to increase the usefulness of all sources and factors that determine the success of the management process, especially by paying attention to the functions and dynamics of the organization in order to achieve goals (Ponto et al, 2016). In the context of implementing the HT-el service policy, the Medan City Office has made improvements in terms of service methods, including: improving customer-friendly facilities, setting non-virtual service hours, loading service information, utilizing online social media in communicating with stakeholders.

Kantah Medan City has made improvements to customer-friendly service facilities in the last few years. Similar to public services carried out by commercial organizations, Kantah Kota Medan has made service counters by placing employees who act as providers of public information related to land services and receive application files from visitors. In the context of the implementation of HT-el where applicants and stakeholders are prioritized to use the Electronic Mortgage Service Application (HT-el) through the portal <https://htel.atrbpn.go.id> This service counter is prioritized to serve applicants or stakeholders who have difficulty accessing or in conditions where the portal is being disrupted.

Determination of direct or non-virtual service working hours is the next method used by the Medan City Office in implementing HT-el service policies. The service counter as the first place of access for service applicants and stakeholders operates normally according to office hours, namely from Monday to Friday. The service counter starts operating at 08.00 WIB and closes at 16.00 WIB. At the service counter, 2 (two) employees are placed who act as providers of public information related to land services and receive application files from applicants. This service counter is standby within the specified service time. Determination of this method is very important because the main weakness of public offices that provide direct services is the unavailability of service counters which are also on standby. Sometimes,

Loading service information as the next method is a step forward in the services carried out by the Medan City Office. A summary of Standard Operating Procedures or Standard Operating Procedures for services such as HT-el is displayed on a wall chart that allows service applicants or stakeholders to know about the stages, document and technical requirements as well as the time required to process the application. In addition, the Medan City Office also provides a running text board that provides general information for service applicants and stakeholders who visit Medan City Office. Determining this method is also considered important, where the unavailability of information containing prerequisites and processing time for services has the potential to be misused by individuals for personal interests such as brokering practices and so on (Interview)

**Table 4.** Differences in Conventional Vs HT-el Management Methods

CONVENTIONAL HT		HT ELECTRONIC	
BANK	PPAT	PPAT	BANK
Giving Power to PPAT	Power of Attorney to Visit the Land Office	Uploading the Deed to BPN	Making application files electronically (without coming)
Depositing the HT Registration Fee	Paying the Registration Fee	Submit a copy of the Deed & Land Certificate to the Bank	Pay the registration fee
Receive Certificate from PPAT	Collecting the Certificate from the Land Office		Receive Electronic HT Certificate
Receive Certificate after 7th day	Collecting the Certificate on the 7th day		Received automatically on day 7
Product Analog certificate in paper media	Product Analog certificate in paper media		Product certificate in the form of PDF with digital signature
Receive a certificate that has been given a note			Print and Paste registration records on HAT certificates

*Source: BPN Regional Office of North Sumatra Province (2020)*

Methods of utilizing online social media in conducting internal coordination and communicating with stakeholders. This method was originally chosen in line with the outbreak of the Covid-19 pandemic case in early 2020. Several months after the implementation of the electronic Mortgage Service (HT-El) policy, the world was faced with the problem of the Covid-19 pandemic. In many ways, the application of online services has a strategic function because this method is designed to reduce direct contact between applicants and stakeholders related to the Land Office. The problem that arises is the limitation of the mobility of citizens during the pandemic which has a direct impact on the effectiveness and efficiency of the work carried out by Kantah employees as implementers of public policies. On several occasions, Work From Home (WFH) and Work From Office (WFO) work methods were applied. During the pandemic, policy implementers took advantage of non-conventional communication channels such as using online social media such as Whatsapp in communicating with fellow policy implementers and also with stakeholders related to electronic Mortgage services (HT-el). This reality was conveyed by informants from PPAT and Banking elements as quoted in the following



interview: policy implementers utilize non-conventional communication channels such as using online social media such as Whatsapp in communicating with fellow policy implementers and also with stakeholders related to electronic Mortgage services (HT-el). This reality was conveyed by informants from PPAT and Banking elements as quoted in the following interview: policy implementers utilize non-conventional communication channels such as using online social media such as Whatsapp in communicating with fellow policy implementers and also with stakeholders related to electronic Mortgage services (HT-el). This reality was conveyed by informants from PPAT and Banking elements as quoted in the following interview:

*"During the pandemic and after the pandemic had started to subside, the Land Office and our fellow PPATs used Whatsapp groups. For example, the Land Office calls the head of the association regarding important information about HT-el, later the chairman of the association will disseminate it via Whatsapp Group PPAT". (Interview with Informants from PPAT Parties, 2021).*

The communication method that was built at the beginning of the spread of the Covid-19 outbreak is ultimately a method that is still maintained to this day even though the trend of the spread of the virus pandemic is declining. When the implementation of normal working hours was again carried out by the Medan Office a few months since the initial phase of Covid-19, this method of communication is also considered effective so that in the future it can still be used as an aspect of organizational readiness to build and run HT-el services in a sustainable manner.

#### **4.3 Bureaucratic Reform in the Body of the National Land Agency: Preparation of Forms for Sustainable HT-el Services.**

One of the factors that contributed to the collapse of the national economy that resulted in Indonesia's political reform in 1998 was the dilapidated public bureaucracy. Bureaucratic pathology at that time was believed to be in the very severe category because it had infected all levels in government organizations, both executive, legislative and judicial as well as at all levels which had implications for the low performance of the bureaucracy in public services and did not provide satisfaction for the community (Haning, 2017). Because the bureaucracy needs to be reformed as well as an effort to change to respond to bureaucratic conditions and demands for performance improvements (Yusriadi, 2018). This bureaucratic reform consistently and continuously needs to be continued because the performance of the Indonesian bureaucracy is still classified in a very low category. The results of the 2017 International Transparency Institute survey, for example, placed Indonesia at 129th out of 188 countries surveyed (Haning, 2017). According to Sedarmayanti, the main aspect in emphasizing bureaucratic reform is building a bureaucratic vision, building bureaucratic human beings and building a bureaucratic system through structural reform, implementing appropriate strategies, improving organizational culture, and building a bureaucratic environment (Tanti et al, 2015).

Improving the capacity of human resources through the determination of the specifications for the main tasks of individuals in the organization is marked by the determination of certain functional positions (JFT) for implementing staff accompanied by the imposition of credit points which become the basis for determining performance and providing performance allowances for implementing staff. By the end of 2020, BPN together with the Medan City Land Office had reorganized the positions of the

implementing staff as well as the equalization and impasse of the removed structural positions. Certain functional positions (JFT) are as shown in Table 5 below.

**Table 5.** Certain Functional Positions at the Medan City Land Office

No	Name of Certain Functional Position	No	Name of Certain Functional Position
1.	Apparatus HR Analyst	7.	Land Valuation Analyst and Land Value Mapping
2.	State Budget Financial Management Analyst	8.	Land Manager
3.	First Budget Analyst	9.	Analyst of Land Rights Application and Land Registration
4.	Planning and Collaboration Analyst	10.	Measurement and Mapping Survey Analyst
5.	Land Analyst	11.	Land Law Analyst
6.	Cadastral Analyst	12.	Land Dispute Analyst

*Source: Medan City Land Office (2021).*

When viewed from the JFT nomenclature, employees who occupy functional positions are directed to master only one sector of the various sectors of expertise needed in the implementation of work and services in the land sector. Bureaucratic reforms like this are also seen as directing employees to re-learn and master the sectors that are their expertise because failure to master the field of work will not only have an impact on achieving low performance but also failure to get the maximum performance allowance that can be obtained by the implementing staff (Interview, 2021).

The institutionalization of the code of ethics in the Ministry of ATR/BPN is another real form of bureaucratic reform carried out by this public institution. The code of ethics or code of conduct is an important part of the organization in order to ensure the integrity of state administrators, including in this case implementing HT-el public policies and services. The code of ethics itself is interpreted as moral principles that are systematically arranged that bind to a profession (Shidarta in Sinaga, 2020). In this context, policy implementers or public servants in the land sector must act, act and bind themselves to the code of ethics that applies to the profession. Not only in the realm of the work environment, this code of ethics also binds people who have these professions in carrying out their personal, family and community lives.

Finally, the preparations made by the Medan City Office for implementing HT-el services are the establishment of an Integrity Zone (ZI). The establishment of this zone is actually not only limited to the context of HT-el services but also all types of services provided by the Medan City Office. The Integrity Zone is intended as an area or area where there are no practices of corruption, nepotism, brokering and so on. To achieve this, instruments are needed both at the regulatory level and infrastructure readiness to support this. The city of Medan is one of the institutions that implement the ZI and of course it can increase professionalism, transparency and reduce KKN practices (Interview, 2021).

The development of the integrity zone is part of the strategic objectives of the Medan City Office in accordance with the Organization's Strategic Plan (Renstra). Considering that the percentage of national work units that have succeeded in establishing an integrity zone is still small, of course it is necessary *effort* which is better in order to accelerate the achievement of Anti-Corruption Free Areas (WBK) and Clean and Serving Bureaucratic Regions (WBBM). At this stage, the Medan City Office has outlined strategies, including:

ensuring that it has carried out external declarations, understanding the procedures for preparing evidence on the Evaluation Worksheet (LKE) of the Integrity Zone Development (PZI), understanding the procedures for using the Integrity Zone application-Service Quality Control System Land Affairs (ZI-SKMPP), actively builds offices as a whole with the spirit of change, in line with the direction of PZI's changes, explores innovations that can improve service performance or overcome existing problems/obstacles and overcome problems that can reduce the image of the office.

## V. Conclusion

The electronically integrated mortgage service (HT-el) organized by the Medan City Land Office (Kantah) is still relatively new. However, a number of advances, especially the emergence of embryos for efficiency, transparency and effectiveness have been made. A number of organizational challenges were faced by the Medan City Office in implementing some of the e-government programs implemented within the National Land Agency. These challenges, among others, are in the sub-dimension of human resources where the quantity is still considered inadequate and the majority of employees and jobs are filled by non-organic employees (PPNPN). The next challenge is regarding the organizational unit which is judged that the Medan City Kantah type is no longer relevant to the development status of the city in the midst of high requests for land services such as requests for HT-el issuance. The last challenge is the sub-dimension of organizational methods in implementing policies where it is time for participatory activities to be put forward in maximizing services and increasing PNPB from the land sector.

In the midst of these challenges, Kantah Medan City has been prepared to create quality and sustainable HT-el services. Among these preparations was the Bureaucratic Reform program which was started in the Kantah Medan area. The program includes streamlining the institutional structure through streamlining echelonization, improving human resource capacity through the formation of certain functional positions, institutionalizing a code of ethics within the ministry which simultaneously binds individuals and officials at the Medan Kantah to act and act in accordance with the institutional code of ethics and the establishment of an integrity zone. ZI) which is expected to be able to eradicate or at least reduce the practice of corruption, brokering, gratification and nepotism in the Medan Kantah environment.

## References

- Aditya, DY (2016), Effect of Application of Recitation Learning Methods on Students' Mathematics Learning Outcomes, SAP Journal, 1(2) : 165-175
- Afrizal (2014), Qualitative Research Methods: An Effort to Support the Use of Qualitative Research in Various Disciplines, Jakarta: PT. King Grafindo Persada.
- Aknes Monika, City Park and Spatial Planning Service Officer (DPTRK) District A, October 26, 2010, at 12:57 WIB.
- Ayu, IGA; Dewi, Y., Gede, AA, Wisnumurti, O. & Sumada, IM, (2017) Implementation of the National Land Management Information and Management System (Simtanas) Policy on Public Services at the Land Office of Badung Regency, Public Inspiration: Journal of Public Administration: 22-26.
- Bossert, TJ, & Mitchell, AD (2011). Health Sector Decentralization and Local Decision-making: Decision Space, Institutional Capacities and Accountability in Pakistan. Social Science & Medicine, 72(1), 39-48.

- Bunga Citra Lagi, Head of Bappeda, District A Government, October 30, 2010, 21:51 WIB.
- Bungin, Burhan (2007), *Qualitative Research: Communication, Economics, Public Policy and Other Social Sciences*, Jakarta: Kencana.
- Burt. RS (1992) Excerpt from *The Social Structure of Competition*, in *Structure Holes: The Social Structure of Competition*. Cambridge, MA and London: Harvard University. In Elinor Ostrom and TK Ahn. 1: 203. *Foundation of Social Capital*. Massachusetts: Edward Elgar Publishing Limited.
- Carl, VH, & and Donald, VM (1975). *Models in Policy Implementation*, Yogyakarta: Media Pressindo
- Cooper, P. J, (1995), *Public Administration for Twenty-first Century*, Orlando Florida: Harcourt Brace.
- Dunn, William N (2003) *Introduction to Public Policy Analysis*, Gadjah Mada University Press: Yogyakarta. Translation.
- Edward III, GC (1980), *Implementing Public Policy*, Congressional Quarterly Press.
- Haning, MT (2017), *Bureaucratic Reform in Indonesia: Overview From the Perspective of Public Administration*, JAKPP, 4(1): 25-37.
- Hardiyansyah (2011), *Quality of Public Service Concepts, Dimensions, Indicators and Implementation*, Yogyakarta: Gava Media.
- Hardiyansyah. (2003), *E-Government: Efforts to Improve the Quality of Public Services in the Era of Regional Autonomy through the Use of Web Technology*, Matrix Journal, 5(3).
- Harsono, D. (2009) *Implementation of the National Land Management Information and Management System (SIMTANAS) Policy at the Jepara Regency Land Office*. THESIS. Diponegoro University Semarang
- Hermawan, Y., & Rofiq, A. (2020). *Community Participation in Covid-19 Prevention*. *Journal of Nonformal Education and Community Empowerment*, 4(1), 17–22. <https://doi.org/10.15294/pls.v4i1.39032>
- Hill, M. & Hupe, P. (2002), *Implementing Public Policy*, London: Sage Publication.
- Hofmann, DA (1991), *An Overview of the Logic and Rationale of Hierarchical Linear Models*, *Journal of Management*, Vol. 23(6): 723-744.
- <https://htel.atrbpn.go.id>. accessed on December 1, 2020 at 10.00 WIB.
- <https://www.mistar.id/opini/htelektronik-not-berukur-law/>accessed on December 1, 2020 at 10.00 WIB.
- <https://www.mistar.id/opini/ht-electronic-not-power-law/>accessed on December 1, 2020 at 10.00 WIB.
- Inul Daramuda, Head of District A Public Works Agency for 2007-2010, 12 September 2011, at 18.15 WIB.
- Jones, Charles O. (1984) *An Introduction to the study of Public Policy*, Monterey, Calif.: Brooks/Cole Publishing Company.
- Kurniawan, Dedy (2020), *BPN Binjai Towards WBK-WBBM, Residents Can Now Manage Land Certificates Via Online*, <https://medan.tribunnews.com/2020/11/27/bpn-binjai-menuju-wbk-wbbm-warga-kini-bisa-urus-surat-tanah-via-online>accessed on May 13, 2020 at 15.34 WIB
- Law Number 4 of 1996 concerning Mortgage on Land and Objects Related to Land.
- Law Number 5 of 1960 concerning Basic Regulations on Agrarian Principles (UUPA)
- Maesaroh, S. (2013) *The Role of Learning Methods on Interests and Learning Achievements in Islamic Religious Education*, *Journal of Education*, Vol 1 (1) pp. 150-168

- Ministerial Regulation of ATR/Head of BPN Number 8 of 2011 concerning the Code of Ethics for Public Services and Public Service Providers within the BPN.
- Moleong, LJ (2012), *Qualitative Research Methodology*, Bandung: PT. Rosdakarya Youth.
- Momole, G. (2012), *Behavior of Brokers in Land Certificate Management. Democracy & Good Governance : Public Policy Series*, Yogyakarta: IGPA.
- Nadira, Nurul. 2019. Registration of Electronic Mortgage Rights to be Implemented at the Land Agency. *Scientific Journal of Legal Studies*.17(2): 162-165.
- Other sources
- Ponto, AM, Pioh, NR, & Femmy (2016), Implementation of Environmental-Based Development Program Policies Building Physical, Social and Economic Infrastructure in Karombasan Selatan Village, Wanea District, Manado City, *Society: Journal of Social Sciences and Management of Development Resources*, 10 (03) : 36-52.
- Putra, R. & Valentina, TR (2011), Implementation of the Electronic Identity Card (e-KTP) Program in Pilot Areas. *pulpit*. Volume 27 (2) p. 193-201.
- Regional Office (2020), *Electronically Integrated Mortgage Rights Socialization Material (HT-el)*, Medan: Land Office of North Sumatra Province
- Rusli, A. et al (2004), *Indonesian Telematics: Policy and Development*. Jakarta: Indonesian Telematics Coordination Team, Ministry of Communication and Information of the Republic of Indonesia.
- Rust, RT and PK Kannan (2002), *e-Service: New Directions in Theory and Practice*. New York: ME Sharpe.
- Sari, KDA & Winarno, WA (2012) Implementation of E-Government System in Efforts to Improve Clean and Good Governance in Indonesia, *JEAM Vol XI (1)*: 1-19.
- Shah, M. et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 276-286.
- Sinaga, NA (2020) Code of Ethics as Guidelines for the Implementation of a Good Legal Profession, *Scientific Journal of Aerospace Law*, Vol 10 (2): 00-00.
- Sintaningrum (2008), Effect of Land Policy Implementation on Land Tenure Structure and Its Impact on Farmer Welfare in Garut and Subang Regencies, *Padjadjaran Population Journal*, 10 (1): 23–33.
- Sjahdeni, SR (1991), *Mortgage, Principles of Basic Provisions and Problems Faced by Banking*. Bandung: Alumni.
- Sugiyono (2016), *Quantitative, Qualitative Research Methods and R & D*. Bandung: Alfabeta.
- Tanti, ED, Zauhar, S., Rochmah, S. (2015) Implementation of Bureaucratic Reform in the Context of Improving Integrated Licensing Services for Pasuruan City (Study on the Investment Board and Integrated Licensing Services in Pasuruan City), *Journal of Public Administration (JAP)*, 3 ( 1):16-21
- Wibawa, S. (2012) *Managing the State*, Yogyakarta: Gava Media
- Widodo, J (2016), *Bureaucratic Ethics in Public Service*, Malang.
- Yusriadi (2018), Indonesian Bureaucratic Reform: Opportunities and Obstacles, *Journal of Public Administration (JAP)*, 8 (2): 178-185.