

Analysis of the Implementation of Priority Services of the Ministry of ATR/BPN as an Effort to Modernize Land Services (Study at the Bungo Regency Land Office)

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Abstract.

Land service modernization is an important part of bureaucratic reform aimed at improving the quality of digital-based public services. This study aims to analyze the level of service importance and performance, map the strategic position of services using Importance-Performance Analysis (IPA), and identify the dominant factors influencing public satisfaction with the implementation of 7 priority services of the Ministry of ATR/BPN at the Bungo Regency Land Office. The study used a quantitative approach with a survey method of 100 respondents selected using purposive sampling. Data analysis was conducted using descriptive statistics, IPA, and multiple linear regression. The results showed that most service attributes were in the fair to good category. The IPA results indicated that technology utilization was a top priority for improvement (Quadrant I), while transparency, service speed, and officer professionalism were in Quadrant II (maintained). The regression results indicated that transparency, service speed, officer professionalism, and ease of procedures had a significant influence on public satisfaction. This study recommends strengthening digitalization strategies, improving human resource competencies, and optimizing electronic-based service systems.

Keywords: *Public services, land services, public satisfaction, natural sciences and service modernization.*

I. INTRODUCTION

Modernizing public services is an integral part of bureaucratic reform in Indonesia, which aims to improve service quality, efficiency, and accountability (Dwiyanto, 2018). In the land sector, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) has established seven priority services as an effort to accelerate the digital transformation of services.

However, the implementation of this policy at the regional level still faces various challenges, such as limited digital infrastructure, low public literacy, and uneven human resource capacity. This situation creates a gap between central government policies and the reality of implementation on the ground.

This research is significant because it comprehensively examines the implementation of these seven priority services using a quantitative approach based on Importance-Performance Analysis (IPA) and linear regression. The focus of the research is the Bungo Regency Land Office, which represents a region with non-urban characteristics.

The research questions are formulated as follows:

1. What are the importance and performance of land services?
2. What is the strategic position of services based on IPA?
3. What are the most dominant factors influencing public satisfaction?

II. METHOD

This research used a quantitative approach with a survey design. The study population was users of land services at the Bungo Regency Land Office. A sample of 100 respondents was determined using a purposive sampling technique.

The research instrument was a questionnaire with a Likert scale of 1–5 that measured:

- a. Level of importance
- b. Level of satisfaction/performance

Data analysis was conducted using:

1. Descriptive statistics

2. Importance–Performance Analysis (IPA)

3. Multiple linear regression

A regression model was used to test the effect of service variables on public satisfaction.

III. RESULTS AND DISCUSSION

1. Descriptive Analysis

The analysis results indicate that, in general, the level of importance and service performance is in the fair to good category. The public considers service speed and transparency to be important factors.

2. Importance–Performance Analysis (IPA)

The IPA mapping results show:

- a. Quadrant I (High priority): Technology utilization
- b. Quadrant II (Maintain): Transparency, service speed, professionalism
- c. Quadrant III (Low priority): Accountability, ease of procedures
- d. Quadrant IV (Excessive): (if applicable, adjust according to data)

These findings indicate that service digitalization remains a major challenge in modernizing land services.

3. Linear Regression Analysis

The regression test results indicate that:

- a. Transparency → significant
- b. Service speed → significant
- c. Officer professionalism → significant
- d. Ease of procedure → significant

This is in line with customer satisfaction theory, which states that service quality influences satisfaction (Kotler & Keller, 2016).

4. Discussion

The research findings reinforce the concept of Public Service Logic (Osborne, 2021), which states that public services must be oriented towards public needs. Furthermore, the importance of digitalization aligns with the concept of e-government in improving the efficiency of public services.

The results of this study indicate that the modernization of land services through the implementation of seven priority services of the ATR/BPN has not fully aligned public expectations with perceived service performance. This gap is particularly evident in the aspect of technology utilization, which falls within Quadrant I (top priority), indicating that digitalization has not provided significant added value for service users.

Theoretically, this condition indicates an implementation gap between policy design and practice on the ground. From a public administration perspective, this phenomenon can be explained through the concept of policy implementation failure, where policy success is determined not only by policy design but also by the capacity of implementers and the local context (Pressman & Wildavsky, 1984). In the context of this research, the low performance of technology utilization indicates that digital transformation remains administrative in nature, not substantive.

Furthermore, the finding that technological aspects are the top priority for improvement demonstrates a paradox in public service modernization. On the one hand, digitalization is seen as a solution to increase efficiency and transparency, but on the other hand, implementation that is not supported by system and user readiness can actually decrease service quality. This aligns with Heeks' (2003) findings, which state that many e-government projects fail due to a gap between the system design and the social reality of users (design-reality gap).

On the other hand, the research results show that the variables of transparency, service speed, and officer professionalism fall into Quadrant II (maintain performance) and significantly influence public satisfaction. This finding confirms that despite the digital transformation, the classic dimensions of public service remain the primary determinants in shaping public satisfaction perceptions. This reinforces the

service quality theory (SERVQUAL), which emphasizes the importance of reliability and responsiveness in service (Parasuraman et al., 1988).

From a more contemporary perspective, these results are also consistent with the Public Service Logic concept proposed by Osborne (2021), which positions service users as co-creators of value in public services. In this context, the quality of interactions between officers and the public remains a key factor, even in a digitized service system. In other words, digitalization cannot completely replace the role of human interaction in public services.

Furthermore, the regression results show that ease of procedures also has a significant influence on public satisfaction. This finding indicates that bureaucratic complexity remains a barrier to land services. This is relevant to the bureaucratic simplification theory, which emphasizes that procedural simplification is a key prerequisite for increasing the effectiveness of public services (OECD, 2019).

Analyzed integratively, the results of this study indicate that the modernization of land services in Bungo Regency is still in the transition stage from a conventional service model to a digital service. At this stage, the main challenge lies not only in the technological aspect but also in the integration between systems, human resources, and service users.

A significant contribution of this study is demonstrating that the success of service modernization cannot be measured solely by the existence of a digital system, but also by the extent to which the system is able to improve the user experience. In this context, an approach that is too technology-oriented without considering social and organizational aspects has the potential to produce pseudo-modernization, namely modernization that is symbolic but not substantive.

IV. CONCLUSION

This study concludes that:

1. Land service performance is generally good, but there is still a gap between interests and performance.
2. The use of technology is a top priority in improving services.
3. The dominant factors influencing satisfaction are transparency, speed of service, professionalism, and ease of procedures.

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