

**Effectiveness of Pendaftaran Tanah Sistematis Lengkap (PTSL) Program Implementation in 2019 In Bone District**

Annuur<sup>1</sup>, Mahyuddin<sup>2</sup>, Abdul Razak Munir<sup>3</sup>

**Abstract**

Pendaftaran Tanah Sistematis Lengkap (PTSL) is a program created by the Ministry of Agrarian and Spatial Affairs/National Land Agency (ATR/BPN) which aims to provide legal certainty and legal protection of land rights of the community in a definite, simple, fast, smooth principles safe, fair, equitable and open, and accountable. PTSL program is implemented throughout Indonesia through the Land Office (Kantah) at the District/City level, one of which is the Bone Regency Land Office. In the implementation of the PTSL program in Bone Regency there are constraints at the juridical stage, namely the community that is often not in place when the collection of juridical data is carried out and there are still many people who are slow in completing requirements file when the entire program must be completed in one budget year. With this program, it is expected that by 2025 all land in Bone Regency is already registered and certified. The effectiveness indicator used is a measurement of the satisfaction or perception of service users as expressed by Paul D. Epstein. This study aims to (1) Analyze the effectiveness of the implementation of PTSL program in 2019 in Bone Regency (2) Determine the priority of increasing effectiveness according to the public importance. This study uses Customer Satisfaction Index (CSI) analysis dan Importance Performances Analysis (IPA). The results showed that the Implementation of PTSL in 2019 in Bone Regency is considered effective with the number of SHAT achievements as much as 99,79% of the target and the level of community satisfaction is 83,59% (good category). Priorities to increase effectiveness according to the public importance, namely by providing service requirements that are more easily met, information on open service procedures, certainty of follow-up handling of public service complaints, simple service procedures and improvement of public service complaint facilities.

**KEYWORDS:** Effectiveness; PTSL; CSI; Importance Performances Analysis.

---

<sup>1</sup>Regional Development Planning Program for the Postgraduate of Hasan Uddin University

<sup>2</sup>Faculty of Agriculture, Hasan Uddin University

<sup>3</sup>Faculty of Economics, Hasan Uddin University, Makassar  
kannumustaq@gmail.com<sup>1</sup>

### 1. Introduction

The Ministry of Agrarian Affairs and Spatial Planning/National Land Agency makes plans and targets to complete land certificates throughout the territory of the Republic of Indonesia. The Government through the Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency is targeting 5 million plots of land to be certified in 2017. The government's target in carrying out land registration through the PTSL Program as many as 7 million plots in 2018, 9 million plots in 2019, 10 million plots in 2020 and in 2025 all land parcels in Indonesia's territory have been registered and certified. As an illustration, if using sporadic land registration method, then the maximum achievement of the target per year is only 1 million plots of land, which means to complete 75 million plots takes 75 years. Meanwhile, through the PTSL program, the target of registration of 75 million plots of land can be completed within 9 years and is expected to be completed in 2025.

Bone Land Office as the implementer of PTSL program in Bone District got a target of 11,456 land plots to be certified in 2019. In this implementation, Pendaftaran Tanah Sistematis Lengkap (PTSL) assisted by the adjudication committee. This committee is tasked with providing services by helping people who do not have a land certificate. Gradually the Head of Land Office set the location of the spread of PTSL targets concentrated in several villages and/or sub-districts. There are 20 (Twenty) villages spread across 6 (six) sub-districts in Bone Regency which is the location of PTSL, namely Awang Tangka, Gona, Pude and Padaelo village in Kajuarra district; Tellu Boccoe, Kadai, Pattiro, Sumaling, Mattampawalie, Karella, Mario and Mattirowalie village in Mare district; Corawali and Lampoko village in Barebbo district; Mappesangka village in Ponre district; Cinennung, Mattanete Bua, Panyili and Tirong village in Palakka district; Ajangpulu village in Sibulue district. PTSL location distribution map is presented in figure 1, then the target and achievement of land certified through PTSL program is presented in table 1.

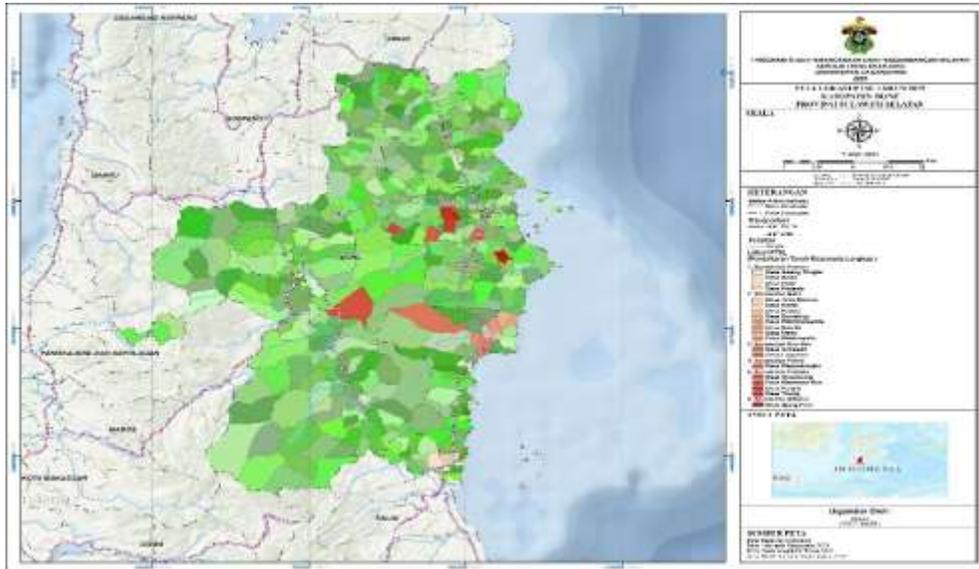


Figure 1 PTSL Location Map in 2019 in Bone Regency

Table 1 target and achievement of land certified (SHAT) based on village classification in Bone District in 2019 through PTSL program.

No	Classification	SHAT Target	SHAT Achievement	Percentage
1	Urban Villages	340	340	100%

## Effectiveness of Pendaftaran Tanah Sistematis Lengkap (PTSL) Program Implementation in 2019 In Bone District

2	Rural Villages	11116	11093	99,79
<b>Jumlah</b>		<b>11456</b>	<b>11433</b>	<b>99,79%</b>

*Source: Land Office of Bone District, 2020, data processed*

Based on table 1, it can be known that the PTSL Program in 2019 in Bone District is almost reached the target, so it is considered effective. Although considered effective but there are still external constraints, namely at the stage of juridical data collection there are still people who are often not in place when data collection is process and sluggish in fulfilling the completeness of the files required by officers even some who refuse for fear of paying expensive land and building tax as one of the conditions that must be met for the participation of the PTSL program (The results of an interview with Mr. Armawadin as a team of juridical task force bone district land office dated March 27, 2020).

PTSL itself is included in the type of public services, where the quality of service becomes one of the crucial issues because on the one hand the demands of the community on the quality of service from year to year are getting bigger. Community service can be categorized effectively if the community gets ease of service with a short, fast, precise and satisfactory procedure.

Based on the case, the next focus of researchers in measuring the effectiveness of PTSL program in 2019 in Bone District is to know the level of satisfaction and determine the priority of increasing effectiveness according to the interests of the community, so that this in line with epstein's theory that satisfaction and perception of service users is a measurement that can be used to measure effectiveness.

## 2. Literature Review

### A. Pendaftaran Tanah Sistematis Lengkap (PTSL) Program

According to Charles O. Jones quoted by Anas (2017) The definition of a program is the way it is done to achieve goals. Some characteristics that can help a person to identify an activity as a program or not are:

1. Programs tend to require staff, for example to implement or as program actors.
2. Programs usually have their own budgets and also be identified through budgets.
3. The program has its own identity which if it runs effectively can be recognized by the public.

Based on Article 1 paragraph (2) Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 6 of 2018 Concerning Pendaftaran Tanah Sistematis Lengkap explained that Pendaftaran Tanah Sistematis Lengkap (PTSL) is a Land Registration activity for the first time conducted simultaneously for all objects of Land Registration throughout the territory of the Republic of Indonesia in one village/village area or other name that is equivalent to that, which includes the collection of physical data and juridical data on one or more objects of Land Registration for the purposes of registration.

Acceleration of Pendaftaran Tanah Sistematis Lengkap is carried out with the following stages:

1. Planning
2. Location Assignment
3. Getting started
4. Establishment and determination of PTSL adjudication committee and task force
5. Counselling
6. Physical data collection and juridical data collection

7. Research of juridical data for proof of rights
8. Announcement of physical data and juridical data and its ratification
9. Affirmation of conversion, recognition of rights and granting of rights
10. Bookkeeping rights
11. Issuance of land rights certificate
12. Documenting and submitting the results of activities
13. Reporting

As for the Object of Pendaftaran Tanah Sistematis Lengkap (PTSL) covering all plots of land without exception, both plots of land that has been certified or plots of land that has not yet been certified in order to improve the quality of land registration data, which includes existing plots of land border marks and which will be set boundary marks in the implementation of PTSL (article 4 paragraphs (2) and (3) Regulation of the Minister of Agrarian and Spatial Affairs/Head of the National Land Agency of the Republic of Indonesia Number 6 of 2018).

Financing arrangements are contained in Article 40 Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 6 of 2018 Concerning Pendaftaran Tanah Sistematis Lengkap namely that the source of financing for the acceleration of the implementation of Pendaftaran Tanah Sistematis Lengkap can come from the Government, Local Government, Corporate Social Responsibility (CSR), State-Owned Enterprises/State-Owned Enterprises, private legal entities and/or public funds through a mass self-help certificate, other legitimate receipts in the form of grants, loans private legal entities or other forms through the mechanism of the State Budget and Expenditure and/or Non-Tax State Revenue. PTSL financing can also come from cooperation with other parties obtained and used and accounted for in accordance with the provisions of the laws and regulations.

## **B. Effectiveness**

Prihartono (2012) said that effectiveness defined as the success rate of achieving the goal. Goal is defined as the desired state or condition. According to Hidayat quoted by Marisa (2011) effectiveness is a measure that states how far the target (quantity, quality, and time) has been reached. The greater the percentage achieved, the higher the effectiveness.

Richard M. Steers (1985) said that effectiveness which comes from the word effective, which is a job that is said to be effective if a job can produce one unit of output. Effectiveness is the achievement of output targets measured by comparing the supposed output with the realization or actual output.

The criteria/indicators to measure the effectiveness according to Epstein quoted by Ningsih (2018), there are four dimensions to measure the effectiveness of services, namely:

- a. Measures of community conditions
- b. Measures of service accomplishments
- c. Measures of citizen or client satisfaction and perception
- d. Measures of the unintended adverse impact

## **C. Quality of service**

Quality of service is an effort by the government to create satisfaction for service users, if service users are satisfied with the services that have been received can be concluded that the government has provided services in accordance with the duties of the government. Mayasiana (2017) said that quality of service is an ability to match between the wishes or demands of the

**Effectiveness of Pendaftaran Tanah Sistematis Lengkap (PTSL) Program Implementation in 2019 In Bone District**

recipient (community) of services and the services provided by the service provider in accordance with the conditions that have been determined.

Quality of service is an ability to match between the wishes or demands of the recipient (community) of services and the services provided by service providers in accordance with the predetermined conditions. The quality of public services provided by the government must pay attention to the satisfaction of the recipient of the service.

From various concepts about quality service and program effectiveness, it can be said that the relationship between the quality of service and the effectiveness of the program is causal. This means that the higher level of service quality produces the higher degree of effectiveness of the program; on the contrary the lower degree of service quality produces the lower degree of effectiveness of the program (Djoe, 2013).

The development of this research variable uses a reference of 9 elements of the Guidelines for the Preparation of Costumer Index Satisfaction (CSI) as stipulated in the Regulation of the Minister of Administrative Empowerment and Bureaucratic Reform No. 14 of 2017 concerning Guidelines for the Preparation of Public Satisfaction Surveys.

This research variable uses a reference of 9 elements of the Guidelines for The Preparation of Costumer Index Satisfaction (CSI) as stipulated in the Regulation of the Minister of Administrative Empowerment and Bureaucratic Reform No. 14 of 2017 Concerning Guidelines for The Preparation of Public Satisfaction Surveys.

Table 1 CSI elements/variables along with assessment indicators/attributes

<b>No</b>	<b>Variable</b>	<b>Indicator</b>
1	Terms of Service (A)	The existence of open and clear service requirements
		The existence of service requirements that are easily met
2	Service procedures (B)	Open service procedure information
		Clear flow of service procedures
		Simple service procedures
		Systems and service procedures that do not provide opportunities to cause corruption, collusion and nepotism
		The officer does not offer services for speed up the process outside the procedure
3	Service time (C)	Clear service time information
		Clear service completion time target information
		Completion of services in accordance with the target time
4	Fees or rates (D)	Clear and open service fee
		The officer does not ask for compensation in the form of money/goods outside the official tariff
		The officer does not receive a reward in the form of money/goods outside the official tariff (gratification)

		Officers do not demand compensation in the form of money/services
5	Product specifications type of service (E)	Conformity of the type of certificate with the standards listed in the service standards
6	Implementing competencies (F)	Fast and agile service personnel
		Officers have knowledge, expertise, technical skills and experience Adequate
		Officers have knowledge, expertise, adequate administrative skills and experience
7	Officers behavior (G)	Attitude and behavior of good service officers
		Disciplinary officer in completing the service
		Officers are responsible for providing services
		There are similar treatment services
8	Complaint handling, suggestions and feedback (H)	Public service complaints are available
		Responsible/management of clear complaint handling
		Clear complaint/complaint procedure
		Certainty of follow-up handling of public service complaints
9	Security and comfort of service facilities and infrastructure (I)	Clean, neat and comfortable service facilities and infrastructure
		Complete service facilities and infrastructure and worth using
		Easy communication with officers by face-to-face/telephone/faximile/email

### 3. RESEARCH METHOD

This study uses a descriptive approach with quantitative methods followed by qualitative methods.

#### A. Data Collection Technique

The data used are primary data and secondary data. Primary data collection obtained through interviews with Land Office Officials as PTSL executive members and filling out questionnaires by the community of PTSL program participants. Meanwhile the secondary data is obtained through the study of literature and documentation from various information or organizations related to the scope of research. The Likert scale as in table 2 is used as a reference in the preparation of questionnaires distributed to respondents.

Table 2 Likert Scala

Score	Category
5	Very Important/Very Satisfied
4	Important/Satisfied
3	Quite Important/Quite Satisfied

**Effectiveness of Pendaftaran Tanah Sistematis Lengkap (PTSL) Program Implementation in 2019 In Bone District**

2	Not Important/Dissatisfied
1	Very Insatiable/Very Dissatisfied

Source: Widodo and Sutopo (2018)

**B. Data Analysis Technique**

After collecting the data, the next is to conduct validity and reliability tests to test the validity and reliability of the research instrument. Data analysis techniques are conducted through Customer Satisfaction Index (CSI) analysis to determine the level of community satisfaction of PTSL program participants and Importance Performances Analysis (IPA) to identify the priority of attributes that must be improved in accordance with the public importance. The calculation method to get the CSI value is as follows: The average value in the Importance column (I) is summed up so that Y is obtained and also the result of times I with the average value in the Performance column (P) in the score column (S) summed up and obtained T. CSI is obtained from calculation  $(T/5Y) \times 100\%$ . A value of 5 (at 5Y) is the maximum value used on a measurement scale.

**C. Population and Samples**

The population in this study is the community participants of the PTSL program in 2019 in Bone Regency. According to Cohen et.al (2007) that in the study more and more respondents will be better, but because of the limitations of researchers, the minimum number of respondents that can be used in a study as many as 30 (thirty) people. This is in line with Singarimbun dan Efendi (1995) quoted that the minimum number of questionnaire trials was at least 30 respondents. With a minimum number of 30 people, the distribution of values will be closer to the normal curve. Then according to Roscoe quoted by Sugiyono (2015) suggested about the sample size for the study if the sample is divided into categories then the number of sample members per category is at least 30. So that the sample used as many as 60 respondents, consist of 30 respondents from the urban villages and 30 respondents from rural villages.

**4. RESULTS AND DISCUSSION**

Validity Test

No	Indicator	r count	r table	results
1	A1	0.524	0.254	Valid
2	A2	0.552	0.254	Valid
3	B1	0.567	0.254	Valid
4	B2	0.515	0.254	Valid
5	B3	0.554	0.254	Valid
6	B4	0.69	0.254	Valid
7	B5	0.507	0.254	Valid
8	C1	0.427	0.254	Valid
9	C2	0.438	0.254	Valid
10	C3	0.515	0.254	Valid

11	D1	0.665	0.254	Valid
12	D2	0.746	0.254	Valid
13	D3	0.65	0.254	Valid
14	D4	0.662	0.254	Valid
15	E1	0.618	0.254	Valid
16	F1	0.483	0.254	Valid
17	F2	0.449	0.254	Valid
18	F3	0.48	0.254	Valid
19	G1	0.672	0.254	Valid
20	G2	0.377	0.254	Valid
21	G3	0.521	0.254	Valid
22	G4	0.744	0.254	Valid
23	H1	0.486	0.254	Valid
24	H2	0.477	0.254	Valid
25	H3	0.457	0.254	Valid
26	H4	0.632	0.254	Valid
27	I1	0.507	0.254	Valid
28	I2	0.44	0.254	Valid
29	I3	0.494	0.254	Valid

All items are valid because the calculated r value is greater than table r = 0.254

Reliability Test

**Reliability Statistics**

Cronbach's Alpha	N of Items
.914	29

Reliable because the value of cronbach's alpha is 0.914 or greater than 0.6

**Item Statistics**

	Mean	Std. Deviation	N
A1	4.33	.572	60
A2	3.95	.790	60
B1	4.02	.567	60
B2	3.98	.431	60
B3	3.98	.390	60
B4	4.20	.514	60
B5	4.22	.490	60
C1	3.95	.534	60
C2	3.95	.467	60
C3	4.25	.541	60
D1	4.57	.593	60
D2	4.43	.621	60

**Effectiveness of Pendaftaran Tanah Sistematis Lengkap (PTSL) Program Implementation in 2019 In Bone District**

D3	4.48	.567	60
D4	4.47	.566	60
E1	4.50	.567	60
F1	4.32	.567	60
F2	4.12	.613	60
F3	4.22	.585	60
G1	4.18	.504	60
G2	4.18	.431	60
G3	4.03	.410	60
G4	4.00	.368	60
H1	4.05	.534	60
H2	4.25	.508	60
H3	4.13	.566	60
H4	4.12	.524	60
I1	4.10	.630	60
I2	3.92	.424	60
I3	4.15	.606	60

**A. Effectiveness of PTSL Program Implementation in 2019 in Bone Regency**

**Customer Satisfaction Index (CSI)**

The results of the CSI calculation can be seen in table 3.

Table 3 CSI Calculation Results

No	Indicators	P	I (Y)	S (T)
1.	The existence of open and clear service requirements (A1)	4,3	4,4	18,85
2.	The existence of service requirements that are easily met (A2)	4,0	4,7	18,50
3.	Open service procedure information (B1)	4,0	4,4	17,54
4.	Clear flow of service procedures (B2)	4,0	4,1	16,46
5.	Simple service procedures (B3)	4,0	4,3	17,13
6.	Systems and service procedures that do not provide opportunities to cause corruption, collusion and nepotism (B4)	4,2	4,3	17,85
7.	The officer does not offer services for speed up the process outside the procedure (B5)	4,2	4,3	18,06
8.	Clear service time information (C1)	4,0	4,0	15,67
9.	Clear service completion time target information (C2)	4,0	4,1	16,33
10.	Completion of services in accordance with the target time (C3)	4,3	4,3	18,13
11.	Clear and open service fee (D1)	4,6	4,6	21,01

12.	The officer does not ask for compensation in the form of money/goods outside the official tariff (D2)	4,4	4,6	20,17
13.	The officer does not receive a reward in the form of money/goods outside the official tariff (gratification) (D3)	4,5	4,5	20,25
14.	Officers do not demand compensation in the form of money/services (D4)	4,5	4,6	20,32
15.	Conformity of the type of certificate with the standards listed in the service standards (E1)	4,5	4,5	20,03
16.	Fast and agile service personnel (F1)	4,3	4,2	18,20
17.	Officers have knowledge, expertise, technical skills and experience Adequate (F2)	4,1	4,2	16,74
18.	Petugas memiliki pengetahuan, keahlian, Officers have knowledge, expertise, adequate administrative skills and experience (F3)	4,2	4,2	17,71
19.	Attitude and behavior of good service officers (G1)	4,2	4,2	17,43
20.	Disciplinary officer in completing the service (G2)	4,2	4,0	16,66
21.	Officers are responsible for providing services (G3)	4,0	4,1	16,47
22.	There are similar treatment services (G4)	4,0	4,0	15,93
23.	Public service complaints are available (H1)	4,1	4,3	17,28
24.	Responsible/management of clear complaint handling (H2)	4,3	4,0	17,14
25.	Clear complaint/complaint procedure (H3)	4,1	4,2	17,43
26.	Certainty of follow-up handling of public service complaints (H4)	4,1	4,4	17,91
27.	Clean, neat and comfortable service facilities and infrastructure (I1)	4,1	3,9	15,99
28.	Complete service facilities and infrastructure and worth using (I2)	3,9	3,8	14,82
29.	Easy communication with officers by face-to-face/telephone/faximile/email (I3)	4,2	4,1	17,08
			122,8	513,10

$$CSI = \frac{T}{5(Y)} \times 100\% = \frac{513,10}{5(122,8)} \times 100\% = 83,59\%$$

The maximum value of *CSI* is 100%. A *CSI* value of 50% or lower indicates poor service performance. A *CSI* value of 76% or higher indicates that the user is satisfied with the performance of the service. From the calculation of *CSI* value is above 76% which means that the community participants of PTSL program in 2019 in Bone District are satisfied with the services that have been provided. In table 4 can be seen interpreted *csi* value to community satisfaction.

Table 4 Interpreted *CSI* value (Dewi, 2015)

No.	Indeks CSI	Parameter
-----	------------	-----------

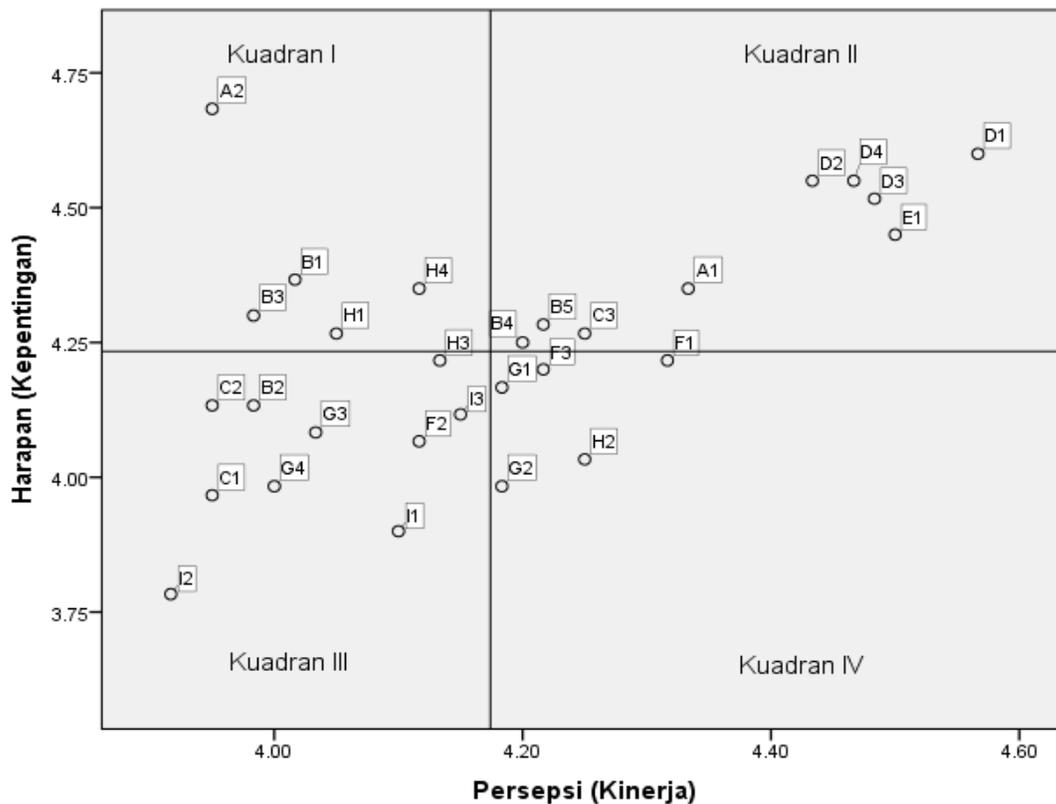
**Effectiveness of Pendaftaran Tanah Sistematis Lengkap (PTSL) Program Implementation in 2019 In Bone District**

1	< 60%	Bad
2	60% - 75%	Fair
3	76% - 85%	Good
4	85% - 95%	Very Good
5	> 95%	Excellent

**B. The priority of increasing effectiveness according to the public importance**

**Importance Performance Analysis (IPA)**

The results of Importance Performance Analysis (IPA) analysis are presented in the form of IPA diagrams. The table used is the average table of items as presented in table 3.



**Table 5 Analysis results (IPA Diagram)**

Quadrant I = Top Priority

It shows attribute that is considered important by society but in the reality these attributes have not been in line with expectations or have a very low level of satisfaction. The attributes included in this quadrant should be the top priority for improvement in order to improve the quality of service. The attributes in quadrant I are A2, B1, H4, B3, and H1.

#### Quadrant II = Maintain Achievement

Showing attribute that is considered important has been in accordance with the reality felt by the community so that the level of satisfaction is relatively high. The attributes included in this quadrant must be retained. The attributes in quadrant II are D1, D4, D2, D3, E1, A1, B5, C3, and B4.

#### Quadrant III = Low Priority

It shows attributes that are considered less important by society and in fact its performance is not very special. The increase in attributes in this quadrant can be reconsidered because the influence on the benefits felt by the community is relatively small. The attributes in quadrant III are H3, B2, C2, I3, G3, F2, G4, C1, I1, and I2.

#### Quadrant IV = (redundant)

Showing the attributes in quadrant IV has a low level of importance, but has a high level of performance execution. The attributes in quadrant IV are F1, F3, G1, H2, dan G2.

### 5. CONCLUSION

1. There are 11,433 plots of land or about 99.79% of the targets that have been registered and certified through the PTSL program. Based on the results of the calculation of *Customer Satisfaction Index* obtained a value of 83.59%, which refers to the satisfied category (good). Thus, it can be concluded that the Implementation of Pendaftaran Tanah Sistematis Lengkap (PTSL) program in 2019 in Bone Regency is considered effective.
2. The priority of improving effectiveness according to the public importance based on the results of Importance Performances Analysis (IPA) is to provide service requirements that are more easily met, information on open service procedures, certainty of follow-up handling of public service complaints, simple service procedures and improvement of public service complaints.

### 6. ACKNOWLEDGEMENT

This paper was created by Annuur, Mahyuddin and Abdul Razak Munir from Hasanuddin University.

### REFERENCES

1. Anas, M. . A. (2017). Studi Deskriptif Tentang Efektivitas Program Lamongan Green And Clean ( LGC ) di Kabupaten Lamongan. Universitas Airlangga.
2. Cohen, L., Manion, L., & Morrison, K. (2007). *Research Methods in Education*. Oxford, UK: Routledge Publishers (part of the Taylor & Francis Group).
3. Dewi, S. K. (2015). Analisis Kepuasan Pelanggan dengan Pendekatan Metode Customer Satisfaction Indicator dan Importance Performance Analysis. Seminar Teknologi Dan Rekayasa (SENTRA) (Hal. 33-38), Malang: Universitas Muhammadiyah Malang.
4. Djoe, yohanes seu. (2013). Pengaruh Kualitas Layanan Penyuluh Pertanian Lapangan (PPL) Terhadap Efektivitas Pelaksanaan Program Pengembangan Agribisnis Padi Sawah di

**Effectiveness of Pendaftaran Tanah Sistematis Lengkap (PTSL) Program Implementation in 2019 In Bone District**

- Kabupaten Sumba Barat Daya. Koleksi Perpustakaan Universitas terbuka.
5. Marisa, S. (2011). Analisis Efektivitas Kebijakan Pupuk dan Pengaruhnya terhadap Produksi Padi (Studi Kasus: Kabupaten Bogor).
  6. Mayasiana, N. A. (2017). Tolak Ukur Kualitas Pelayanan Publik. 4(2), 75–80.
  7. Ningsih, F. (2018). Efektivitas Pelayanan Bandung Command Center Dalam Mewujudkan Smart City Di Kota Bandung. <http://repository.unpas.ac.id/id/eprint/39262>
  8. Prihartono, A. (2012). Manajemen Pelayanan Prima, Dilengkapi dengan Etika Profesi untuk Kinerja Kantor. Andi Offset.
  9. Regulation of the Minister of Administrative Empowerment and Bureaucratic Reform No. 14 of 2017 concerning Guidelines for The Preparation of Public Satisfaction Surveys.
  10. Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia Number 6 of 2018 concerning Pendaftaran Tanah Sistematis Lengkap.
  11. Singarimbun, & E. (1995). Metode Penelitian Survei. Jakarta: LP3ES.
  12. Steers, R. M. (1985). Efektifitas Organisasi. 4, 68, 275.
  13. Sugiyono. (2015). Statistik Nonparametris untuk Penelitian.
  14. Widodo, S. M., & Sutopo, J. (2018). Metode Customer Satisfaction Index ( CSI ) Untuk Mengetahui Pola Kepuasan Pelanggan Pada E-Commerce Model Business to Customer. 4(1), 38–45.