

ANALYSIS OF THE ROLE OF THE LAND OFFICE IN THE USE OF THE PARTNER APPLICATION (Study of Electronic Registration of Village Government Land Assets in Jepara Regency)

ANALISI PERAN KANTOR PERTANAHAN DALAM PENGGUNAAN APLIKASI MITRA KERJA (Studi Pendaftaran Aset Tanah Pemerintah Desa Secara Elektronik Di Kabupaten Jepara)

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Abstract

The Mitra Application is a platform that integrates the National Land Agency with partners. However, the fact is that there are 16 Mitra Kerja Application from 184 Village Governments in Jepara Regency. Which shows that the use of the Mitra Kerja application is still relatively low. This study aims to analyze the role of the Jepara



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Regency Land Office in increasing the use of the Mitra Karya Application in electronic registration of Government land assets in Jepara Regency, including factors that influence the low number of users of the mirakerja application. The research method used is Qualitative, with an empirical legal approach and qualitative descriptive data techniques. The data sources for this study are primary and secondary data. Primary data is obtained directly from literature studies, observations and interviews. The location of the research is at the Jepara Regency Land Office (ATR / BPN). The results of the study show that the low use of the Mitra Kerja application is caused by the readiness of the infrastructure in the system which often experiences downtime and unstable signals and limited human resources for Mitra Kerja application holders. With these infrastructure constraints, the development of partner applications is slower, and the lack of human resources is an obstacle in providing services that take longer. As an effort to increase the use of partner applications, it is necessary to provide training to employees, especially holders of partner applications and add employees according to needs, implement monitoring and also carry out maintenance and system updates on a scheduled basis to ensure that the software and servers continue to run optimally. With this research, it is expected to provide a contribution to developing partner applications more effectively and can be utilized optimally, so that the integration of the National Land Agency with partners runs optimally.

Keywords *Application Working Partners, Land Registration, Village Government*

Aplikasi Mitra merupakan platform yang mengintegrasikan Badan Pertanahan Nasional dengan para mitra. Namun fakta di lapangan terdapat 16 Mitra pengguna Aplikasi Mitra Kerja dari 184 Pemerintah Desa di Kabupaten Jepara. Yang mana hal tersebut menunjukkan bahwa penggunaan aplikasi Mitra Kerja masih tergolong rendah. Penelitian ini bertujuan untuk menganalisis peran Kantor Pertanahan Kabupaten Jepara dalam meningkatkan penggunaan Aplikasi Mitra Kerja pada pendaftaran aset tanah Pemerintah secara elektronik di Kabupaten Jepara, meliputi faktor-faktor yang mempengaruhi rendahnya jumlah pengguna aplikasi mira kerja. Metode penelitian yang digunakan adalah Kualitatif, dengan pendekatan hukum empiris

dan teknik data deskriptif kualitatif. Sumber data penelitian ini adalah data primer dan sekunder. Data primer diperoleh secara langsung dari studi pustaka, observasi dan wawancara. Lokasi penelitian berada di Kantor Pertanahan Kabupaten Jepara (ATR/BPN).

Hasil penelitian menunjukkan bahwa rendahnya penggunaan aplikasi Mitra Kerja disebabkan oleh kesiapan infrastruktur pada sistem yang sering mengalami downtime dan sinyal yang tidak stabil serta keterbatasan sumber daya manusia pemegang aplikasi Mitra Kerja. Dengan adanya kendala infrastruktur tersebut, pengembangan aplikasi Mitra Kerja menjadi lebih lambat, dan minimnya sumber daya manusia menjadi kendala dalam memberikan pelayanan yang membutuhkan waktu lebih lama. Sebagai upaya peningkatan pemanfaatan aplikasi mitra, Kantor Pertanahan Kabupaten Jepara berperan penting dalam melakukan koordinasi, fasilitasi teknis, melakukan evaluasi, dan menjaga keamanan data pemanfaatan Aplikasi Mitra. Serta memberikan pelatihan kepada pegawai khususnya pemegang aplikasi mitra dan melakukan penambahan pegawai sesuai dengan kebutuhan, melaksanakan monitoring dan juga melakukan perawatan serta pembaharuan sistem secara terjadwal untuk memastikan bahwa software dan server tetap berjalan optimal. Dengan adanya penelitian ini diharapkan dapat memberikan kontribusi untuk mengembangkan aplikasi mitra secara lebih efektif dan dapat dimanfaatkan secara optimal, sehingga integrasi Badan Pertanahan Nasional dengan mitra berjalan optimal.

Kata Kunci *Aplikasi Mitra Kerja, Pendaftaran Tanah, Pemerintah Desa*

Introduction

The national land law system in Indonesia, which began in 1960, regulates the form of state power in terms of citizenship rights that include the management of the earth, water, outer space, and the natural resources contained therein. The wealth owned by this country is a very valuable asset for the government, both at the central and regional levels. As explained in General Explanation II number 2 of Law Number 5 of 1960 concerning Basic Agrarian Principles (UUPA), it is emphasized that: "The State of Indonesia acts as a Governing Body which is an organization of power from all the people and the nation" (Onny Medaline et al. 2024 p. 237)

The government has assets that need to be developed and managed independently, and must be registered to ensure strong

legal certainty. In the UUPA, there are government instructions to register land. This emphasizes the government's obligation to provide legal certainty and legal protection for landowners. In accordance with Article 19 paragraph (1) of the UUPA, it has been explained that the government is required to register land throughout Indonesia in accordance with the provisions stipulated in government regulations. Further explanation in Article 19 paragraph (2) letter c of the UUPA explains that in its implementation, the guarantee of legal certainty is realized through the provision of evidence in the form of a certificate of proof of rights that has strong evidentiary force (Lestario and Erlina 2022 p. 1331).

The government regulation issued to implement the provisions of Article 19 of the UUPA is Government Regulation Number 10 of 1961 concerning Land Registration, which was later amended by Government Regulation Number 24 of 1997 concerning Land Registration (PP concerning Land Registration), and then amended again by Government Regulation Number 18 of 2021 concerning Management Rights, Land Rights, Apartment Units, and Land Registration (PP concerning Management Rights, Land Rights, Apartment Units, and Land Registration).

Land registration is a very important aspect as proof of land ownership. This registration process is carried out by the government in a sustainable, regular, and systematic manner. This activity includes collecting, processing, bookkeeping, and presenting data. The government also maintains physical data and legal data in the form of maps and lists of registered land. In addition, land registration also includes the issuance of proof of ownership of land rights for land owners (Rodliyah 2023 p. 128).

Land registration plays an important role as proof of land ownership and as a basis for imposing mortgage rights. With the existence of valid proof of ownership from the government, landowners obtain strong legal certainty. Indonesia implements a land registration system with positive negative publication. This means that the data is considered correct, both physically and legally, as long as no party disputes the truth of the data. The issuance of a letter as proof of land ownership to its owner is a form of legal certainty provided by the government to the rights holder.

Along with the development of the times, information and communication technology has also experienced significant progress. New innovations in the fields of computerization and digitalization drive changes in governance. With the support of the development of science and digital technology, governance is

shifting from conventional methods to electronic systems (Anugrahany et al. 2024).

Information technology plays a very important role in the land registration process. Without the implementation of an electronic system, conventional services will take longer and become complicated. In addition, the manual system requires human resources that are not balanced with the needs, so it is considered less effective and efficient. With the implementation of an electronic system, the land registration process, data maintenance, recording data changes, and media transfer can be carried out more effectively and efficiently. The implementation of an electronic system aims to utilize information technology wisely, based on legal certainty, benefits, caution, good faith, freedom to choose technology, and to provide better government policies (Muttakin et al. 2022 p.127).

This electronic system also includes the implementation of first-time land registration, maintenance of land registration data, recording changes to data and information, and media transfer. This change is a positive step towards digitalization through the use of information technology. The implementation of this change is based on the Regulation of the Minister of ATR/BPN Number 3 of 2023 concerning the Issuance of Electronic Documents (Permen ATR/BPN concerning the Issuance of Electronic Documents) which regulates land registration activities. The purpose of this digital service is to increase efficiency and effectiveness in providing services, both in terms of time and manpower required. In addition, the results of electronic services are considered safer than conventional services (Putra and Winanti 2024 p. 836)

This electronic system consists of a series of devices and procedures that function to prepare, collect, process, analyze, store, display, announce, send, and distribute electronic information. The existence of the ATR/BPN Regulation on the Issuance of Electronic Documents shows that the implementation of electronic land registration has been recognized and is valid by the state (Sugianto and Handoko 2019 p. 657). In addition, the Minister of ATR/BPN and the Director General of Land Rights Determination and Registration have also issued Technical Instructions explaining the process flow for registering government land assets, which were set on December 29, 2023.

As an implementation of the Regulation of the Minister of ATR/BPN concerning the Issuance of Electronic Documents, the Ministry of ATR/BPN at the Jepara Regency Land Office provides digital services through several applications, one of which is the

Mitra Kerja Application. The Mitra Kerja Application functions as a collaboration platform between the Ministry of ATR/BPN and Mitra Kerja. The list of partners integrated in this application includes (results of an interview with Silvina, S.H., M.H. on December 5, 2024):

1. List of PPAT Applications;
2. List of Licensed Cadastral Surveyor Applications;
3. List of Land Assessment Applications;
4. List of Financial Services/Business Entity Applications;
5. List of Government Agency Applications; and
6. List of Individual Applications.

In accordance with Article 3 paragraph (3) of the Regulation of the Minister of ATR/BPN concerning the Issuance of Electronic Documents, it is emphasized that:

"In the implementation of village government asset land registration, it is necessary to pay attention to the readiness of infrastructure and human resources in each land office, the level of maturity of the application of information technology, and the level of maturity of service use."

Method

The research method used is Qualitative, with an empirical legal approach and qualitative descriptive data techniques. The data sources for this research are primary and secondary data. Primary data is obtained directly from literature studies, observations and interviews. The location of the research is at the Land Office (ATR / BPN) of Jepara Regency (Adiyanta 2019 p. 83).

Result & Discussion

A. Factors Influencing the Low Use of Partner Applications in Electronic Land Registration in Jepara Regency

On June 16, 2023, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency issued Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 3 of 2023 concerning the Issuance of Electronic Documents in Land Registration Activities. This Ministerial Regulation is the legal umbrella for the implementation of the issuance of Land Title Certificates electronically. The

implementation of this Electronic System is carried out in stages by considering several things, namely the readiness of infrastructure and human resources in each Land Office, the maturity level of information technology implementation in each Land Office, and the maturity level of service users.

The implementation of the use of the work partner application at the Jepara Regency Land Office is used as a form of relationship/integration between the Jepara Regency Land Office and Partners. This work partner application is also included as a form of follow-up to the implementation of the issuance of electronic certificates based on Article 3 paragraph (3) of the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 3 of 2023, implementation with an electronic system is carried out in stages by considering the readiness of infrastructure and human resources in the land office, the level of maturity of the implementation of information technology, and the level of maturity of service users, so that implementing an electronic system requires consideration of these three aspects.

After the implementation of the use of the partner application in late 2024, there are still few partners. As a form of written legal product that is the legal basis for the implementation of the partner application, of course all the contents of the Ministerial Regulation must be implemented in accordance with the mandate contained therein, unless there are other more specific regulations or changes to the regulations.

Table 1. Villages Using the Partner Application Working with BPN Jepara

No.	Villages Using the Partner Application Working with BPN Jepara
1.	Mayong Lor Village
2.	Paren Village
3.	Bungu Village
4.	Platar Village
5.	Pringtulis Village
6.	Bandungrejo Village
7.	Pendem Village
8.	Tanjung Village
9.	Bugo Village
10.	Dorang Village

11.	Cepogo Village
12.	Plajan Village
13.	Jatisari Nalumsari Village
14.	Bakalan Village
15.	Karanganyar Village
16.	Tunggulpandean Village

Source: BPN Jepara

Research on the implementation of the use of partner applications in land registration of village government agencies is still very low. There are 16 users out of 184 Village Governments in Jepara Regency or Partner users in Jepara Regency are only 8.69%. Namely Mayong Lor Village, Paren Village, Bungu Village, Platar Village, Pringtulis Village, Bandungrejo Village, Pendem Village, Tanjung Village, Bugo Village, Dorang Village, Cepogo Village, Plajan Village, Jatisari Nalumsari Village, Bakalan Village, Karanganyar Village, and Tunggulpandean Village. Which is caused by two factors, this certainly greatly affects the development of the implementation of the use of partner applications. Although this factor can still be faced, it is also still difficult to develop the use of the partner application.

The implementation of the use of partner applications, which means the mandate of the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 3 of 2023 for the implementation of electronic certificate issuance, has been running properly. Especially the requirements for the implementation of electronic certificate issuance contained in Article 3 paragraph 3 of this Regulation. Likewise with the technical guidelines/instructions Number 10/Ins-HK.02.01/XII/2023 which are very clear. With the vision and mission of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency to become a world-class institution and improve the quality of public services and provide data protection and security guarantees, by implementing information and communication technology in land registration activities.

The implementation of the use of the work partner application at the Jepara Regency Land Office is used as a form of relationship/integration between the Jepara Regency Land Office and Partners. This work partner application is also included as a form of follow-up to the implementation of the issuance of electronic certificates based on Article 3 paragraph (3) of the

Regulation of the Minister of Agrarian and Spatial Planning/Head of the National Land Agency Number 3 of 2023, the implementation with an electronic system is carried out in stages by considering the readiness of infrastructure and human resources in the land office, the level of maturity of the implementation of information technology, and the level of maturity of service users, so that to implement the electronic system it is necessary to consider these three aspects.

After the implementation of the use of the work partner application in late 2024, there were still few partners. As a form of written legal product which is the legal basis for the implementation of the work partner application, of course all contents of the Ministerial Regulation must be implemented in accordance with the mandate contained therein, unless there are other regulations that are more specific or amendments to these regulations.

The implementation of this provision has been issued by the Decree of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency Number 1147/SK-HR.01/VII/2023 concerning the Issuance of Electronic Documents in Initial Land Registration Activities and Media Transfer for Land of Government Agencies and Regional Governments, as a pilot project for the implementation of the issuance of Land Title Certificates electronically.

Based on the results of research conducted at the Jepara Regency Land Office, the factors influencing the low use of the Mitra Kerja application can be grouped into several main aspects. The following is a discussion based on the results of interviews with informants:

1. Lack of Understanding of Technology

The results of an interview with Silvina Andila, S.H., M.Kn., as the coordinator of the partner application on December 4, 2024 showed that one of the main factors in the low use of the partner application is the lack of understanding of technology from officers and application users. Many village government agencies still use manual methods in land registration due to lack of training and socialization on the use of this application.

The electronic registration process through the partner application should be a step forward in creating a more efficient and transparent system. However, the lack of understanding of technology has caused many village government agencies to be reluctant to switch from a manual system to an electronic system. This is also related to the theory of state administrative law, where

the knowledge and skills of officers are important elements in the effective implementation of the law. Without adequate understanding, the implementation of the law will not be optimal.

In addition, the results of observations show that only a few employees really understand how to use the partner application effectively. Other employees often find it difficult to access application features or even make mistakes in inputting data. This condition is exacerbated by the lack of digital literacy among employees, which makes them tend to avoid using new systems.

2. Limitations of Technology Infrastructure

The results of an interview with Sukur, A.Ptnh., M.H., as Head of the Dispute Administration Division at the Jepara Regency Land Office on September 27, 2024 showed that limited technological infrastructure, such as unstable internet networks and inadequate computer devices, are obstacles to the use of the Mitra Kerja application. This condition has caused many village government agencies to be reluctant to switch to electronic systems because they are worried that it will disrupt the land registration process.

Adequate technological infrastructure is a prerequisite for running an electronic system smoothly. This infrastructure limitation is also related to the theory of state administrative law, where the effectiveness of law implementation depends on adequate infrastructure support. Without good infrastructure, law implementation becomes inefficient and tends to fail.

Facts on the ground show that several areas in Jepara Regency still experience obstacles in terms of internet connectivity. In fact, in several remote locations, electricity often goes out, which causes the Mitra Kerja application server to be inaccessible consistently. In addition, the computer devices used by several village government agencies are outdated and do not meet the minimum specifications to run the Mitra Kerja application. This causes the land registration process to be slower and prone to technical errors.

3. Resistance to Change

The results of an interview with Silvina Andila, S.H., M.Kn., on February 12, 2025 showed that resistance to change is also an important factor. Several village government agencies are comfortable with the manual system that has been used for years. They feel that the old system is simpler and does not require adaptation to new technology.

This resistance to change reflects an organizational culture that tends to be static. In the context of the concept of land registration, this resistance is a barrier to the implementation of a more modern and efficient electronic system. From the perspective of state administrative law theory, resistance to change indicates a misalignment between existing regulations and practices in the field. Regulations that do not support technological change can strengthen this resistance.

This study also found that resistance to change comes not only from the individual level, but also from the institutional level. Several officials in village government agencies feel that the manual system is more flexible and easier to account for than the electronic system. In addition, there are concerns that the electronic system can increase the risk of data leakage or technical errors that are difficult to overcome.

4. Regulations That Do Not Yet Provide Optimal Support

The results of an interview with Sukur, A.Ptnh., M.H., on September 27, 2024 showed that regulations that do not fully support the use of partner applications are another influencing factor. Several regulations at the regional level still refer to manual systems, so that village government agencies feel no urgency to switch to electronic systems.

Regulations that do not support are a barrier to the implementation of electronic systems. From the perspective of state administrative law theory, regulations that are not in accordance with technological developments can hinder the effectiveness of law implementation. Regulations that do not support also reflect a misalignment between regulations and practices in the field.

This study found that several local regulations in Jepara Regency still require the use of physical documents in the land registration process. This causes many village government agencies to feel that the use of partner applications is not fully relevant to their needs. In addition, regulations that do not support also create legal uncertainty, which makes partners hesitate to fully switch to electronic systems.

Using the theory of social change by Auguste Comte, it can be concluded that the low use of partner applications at the Jepara Regency Land Office is due to the inability of the community to fully adapt to technological changes. Most village government agencies are still at the theological or metaphysical stage, where they tend to stick to old habits or are hesitant to accept new technological

changes. To reach a positive stage, more maximum efforts are needed to improve understanding of technology, improve infrastructure, provide socialization and technical support, and adjust regulations to better support the use of new technologies.

Comte's theory shows that social change does not occur randomly, but follows certain identifiable patterns. This creates a deeper understanding of the social dynamics that exist in society. In this context, social change can be seen as a continuous evolutionary process. This process involves not only changes in social structures, but also in the values, norms, and ways of thinking of society.

This study shows that to achieve a positive stage in Comte's theory, more systematic and targeted interventions are needed. These efforts include increasing digital literacy, improving technological infrastructure, providing adequate technical support, and harmonizing regulations with technological developments. Thus, the partner application can be optimally utilized to increase efficiency and transparency in the process of registering government land assets electronically.

B. The Role of the Land Office in Increasing the Use of Partner Applications in Electronic Land Registration in Jepara Regency

Digital transformation in land services, including through the Mitra Kerja Application, brings various benefits such as efficiency, transparency, and speed of service. However, behind these benefits there are major challenges related to the security and validity of electronic data. Land documents are high-value assets, so they are very vulnerable to misuse, manipulation, or data leaks. Therefore, the Jepara Regency Land Office has a very important responsibility to ensure that the system used is truly safe, reliable, and maintains data integrity.

The first step in maintaining data security is to prepare Standard Operating Procedures (SOPs) that strictly regulate system and information governance. The Jepara Regency Land Office plays a role in preparing and implementing related SOPs:

- a. Limited application account access according to user authority.

- b. Two-factor authentication procedures.
- c. Procedures for storing and encrypting digital data.
- d. Data leakage incident handling protocol.
- e. Periodic backup mechanisms to avoid data loss.

This SOP is a technical and ethical guide for all employees and partners in managing land data digitally. The Land Office also supervises the activities of users of the Mitra Kerja Application, especially to ensure that every activity carried out is truly in accordance with authority. Each application user is given a different account according to position and function. The system automatically records (logs) all activities, such as:

- a. Login and logout.
- b. Upload and download documents.
- c. Data revision or correction.
- d. Issuance of electronic documents.

This log will be audited periodically as a form of internal control. If suspicious activity is found, such as logging in from an unusual location or revising data without a valid basis, the data security officer can immediately conduct an investigation and take preventive measures. To guarantee the validity or authenticity of documents generated from the Mitra Kerja Application, the Jepara Land Office uses an Electronic Signature (TTE) system that is registered and certified by the BSSN Electronic Certification Center (BSrE). This electronic signature is equipped with the following features:

- a. QR code that can be scanned for verification.
- b. Digital certificate tied to the identity of the issuing official.
- c. Immutable audit trail.

With the use of TTE, every document issued has the same legal validity as a manual printed document, and cannot be forged or engineered by other parties. Regulation of the Minister of Agrarian Affairs and Spatial Planning of the Head of the National Land Agency

of the Republic of Indonesia Number 17 of 2020 concerning the Organization and Work Procedures of the Regional Land Office of the National Land Agency and the Land Office has regulated the duties and functions of each field in the Land Office. The land office has the function of Coordinating, fostering, and implementing the preparation of plans, programs, budgets, and reporting. There are 4 sections, namely the General Administration Section, Survey and Mapping Section, Rights Determination and Registration Section, Arrangement and Empowerment Section, Land Acquisition and Development Section, and Dispute Control and Handling Section.

In order to implement the Regulation of the Minister of ATR/BPN Number 23 of 2023 concerning the Issuance of Electronic Documents in Land Registration Activities, the Mitra Kerja Application is present as one of the supporting facilities for the digitalization of land services. The Jepara Regency Land Office has a strategic role in developing and operating this application so that it can run in accordance with the objectives of the policy. The following is a description of this role in several main aspects:

1. Provision of Technology Infrastructure and Training

The results of an interview with Sukur, A.Ptnh., M.H., as Head of the Dispute Administration Section at the Jepara Regency Land Office on September 27, 2024, showed that the Land Office has made efforts to provide adequate technological infrastructure. However, budget and resource limitations mean that the infrastructure is not yet fully optimal. For example, several remote locations in Jepara Regency still experience unstable internet network problems, which hinders the use of the partner application.

In addition, the Land Office has also provided basic training to partners to use the partner application. However, the results of an interview with Silvina Andila, S.H., M.Kn., as the coordinator of the partner application on December 4, 2024, showed that the training provided was often general in nature and did not cover all partners. This causes many partners to feel unprepared to use the application independently.

The provision of technological infrastructure and training are elements to ensure that electronic systems can run smoothly. These

infrastructure and training limitations are also related to the theory of state administrative law, where the effectiveness of law implementation depends on infrastructure support and human resource capacity. Without adequate support, law implementation becomes inefficient and tends to fail.

This study also found that although the Land Office has provided basic training, the training has not covered all the features of the partner application in depth. For example, some employees are only taught how to use basic features such as account registration and data input, but are not taught how to resolve technical obstacles that arise. This causes many partners to feel insecure about using the application independently. To realize this, it is necessary to improve the competence and professionalism of human resources, and provide guidance in accordance with applicable laws and regulations (Ramli, 2012). Therefore, efficient and quality land administration management is needed (Ramli, et al., 2024).

2. Coordination with Village Government Agencies

The results of an interview with Silvina Andila, S.H., M.Kn., on February 12, 2025 showed that the Land Office had coordinated with village government agencies to encourage the use of the Mitra Kerja application. This coordination was carried out through direct socialization and technical assistance. However, the results of observations showed that this coordination was not fully effective due to resistance from several village government agencies. Several agencies felt comfortable with the manual system that had been used for years and were reluctant to switch to an electronic system.

Coordination with village government agencies is a step to ensure that all parties can use the electronic system properly. This lack of coordination is also related to the theory of state administrative law, where the implementation of the law requires adequate technical support to ensure its success. Without good coordination, the implementation of the law becomes ineffective and tends to fail.

This study found that resistance to change came not only from the individual level, but also from the institutional level. Several

officials in village government agencies felt that the manual system was more flexible and easier to account for than the electronic system. In addition, there are concerns that the electronic system can increase the risk of data leakage or technical errors that are difficult to overcome. Therefore, more intensive coordination and a more persuasive approach are needed to overcome this resistance.

3. Technical Assistance and Problem Solving

The results of an interview with Silvina Andila, S.H., M.Kn., on December 4, 2024 showed that the Land Office has provided technical assistance to partners to resolve technical obstacles that arise. However, this assistance is often limited because the number of personnel assigned to manage partner applications is still very limited. In some cases, one employee must double as a system operator while verifying documents and coordinating with user agencies. This causes the workload to be unbalanced and has an impact on the slow service process.

Technical assistance is an element to ensure that all parties can use the electronic system properly. The limitations of this assistance are also related to the theory of state administrative law, where the effectiveness of law implementation depends on adequate technical support. Without adequate assistance, law implementation becomes inefficient and tends to fail.

This study found that limited technical assistance often causes obstacles in the use of partner applications. For example, some partners who experience technical obstacles have to wait a long time before getting a solution from the Land Office. This causes the land registration process to be slower and inefficient. Therefore, the addition of personnel serving as technical assistants is very necessary to ensure that all technical obstacles can be resolved quickly.

4. Harmonization of Regulations with Technological Developments

The results of an interview with Sukur, A.Ptnh., M.H., on September 27, 2024 showed that the Land Office has attempted to harmonize regulations with technological developments. However,

several regulations at the regional level still refer to the manual system, so that village government agencies feel no urgency to switch to an electronic system.

Harmonization of regulations is a step to ensure that all parties can use the electronic system properly. This regulatory misalignment is also related to the theory of state administrative law, where the implementation of the law requires regulatory support that is in accordance with technological developments. Without regulatory harmonization, legal implementation becomes ineffective and tends to fail.

This study found that several local regulations in Jepara Regency still require the use of physical documents in the land registration process. This causes many village government agencies to feel that the use of partner applications is not fully relevant to their needs. In addition, regulations that do not support also create legal uncertainty, which makes partners hesitate to fully switch to an electronic system. Therefore, harmonization of regulations with technological developments is very necessary to ensure that all parties can use the electronic system properly. Using the theory of state administrative law, it can be concluded that the role of the Jepara Regency Land Office in increasing the use of the Mitra Kerja application still faces significant challenges. The theory of state administrative law emphasizes the importance of the separation of powers between the executive, legislative, and judiciary to prevent abuse of power. In this context, the Land Office has the responsibility to ensure that every government action in electronic land registration is based on valid law and has strong legitimacy.

According to Montesquieu, the separation of powers is a must to prevent abuse of power. In practice, this means that the actions of the Land Office in implementing the Mitra Kerja application must always be under the supervision of other institutions, so that no single institution has absolute power. For example, if a policy is considered detrimental to the community, the community can file an objection through the legislative institution or even take the matter to court. Thus, the theory of separation of powers functions as a safeguard against potential abuse of power by the government.

In addition, the theory of the legitimacy of power is also an

integral part of state administrative law. This theory emphasizes that every government action must be based on valid law in order to be accepted by the community. In this context, state administrative law functions as a tool of legitimacy for government actions. For example, when the Land Office establishes a public policy that has a significant impact on people's lives, the decision-making process must involve public participation. This is in line with Dahl's view (1989: 90) which states that public participation is key to ensuring that public policies truly reflect the needs and aspirations of the community.

The theory of state administrative law also emphasizes the importance of transparency and accountability in the implementation of public policies. In this context, the Jepara Regency Land Office has the responsibility to ensure that all electronic land registration processes are carried out transparently and can be accounted for. This can be achieved by providing complete information to the community, as well as involving the community in the decision-making process. Thus, the implementation of the partner application can be well received by the community and achieve the expected goals.

Conclusion

Factors influencing the low use of the Mitra Kerja Application in electronic registration of government land assets at the Jepara District Land Office include limited technological infrastructure, such as unstable internet networks and inadequate computer devices, as well as a lack of technological understanding among officers and partners. In addition, resistance to change is also a significant obstacle because many village government agencies are comfortable with the manual system that has been used for years. The lack of socialization and technical assistance from the Land Office also contributes to the minimal use of this application, while regulations that do not fully support the use of electronic systems further strengthen these obstacles.

The role of the Jepara District Land Office in increasing the use of the Mitra Kerja Application for electronic registration of government land assets has shown some positive efforts, but still faces significant challenges. The Land Office has provided technological infrastructure and basic training to partners, but

budget and personnel limitations mean that the training has not optimally covered all partners. Coordination with village government agencies has also been carried out through socialization and technical assistance, but resistance to change is still a major obstacle. Technical assistance provided is often limited due to the unbalanced workload among officers, while harmonization of regulations with technological developments has not yet been fully achieved. Thus, although the Land Office has attempted to increase the use of partner applications, strategic steps are still needed to overcome these obstacles so that the implementation of electronic systems can run more effectively and efficiently.

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