



Implementation of Land Acquisition Administration Services in Mekarjaya Village, Ciemas District, Sukabumi Regency

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Abstract

This study aims to analyze the implementation of land acquisition administrative services in Mekarjaya Village, Ciemas District, Sukabumi Regency, and identify obstacles and factors that affect them. The research uses a qualitative descriptive approach with data collection techniques through interviews, observations, and documentation in the period March–August 2024. Informants include elements of the village government and land acquisition teams (Village Head, Village Secretary, Team Leader, Team Treasurer, team members) as well as the community involved as applicants or affected parties. Data analysis is carried out thematically through the stages of data reduction, data presentation, and conclusion/verification. The results of the study show that land acquisition administrative services have been running through the stages of receiving applications, examining and verifying documents, coordination across agencies (especially with BPN and related parties to forestry/local governments), administrative management and financing, and monitoring to service output in the form of documents/certifications. However, implementation is still faced with obstacles in the form of layered bureaucracy and long service durations, miscommunication and lack of clarity of information, vulnerability to illegal levies and irregularities in fund management, constraints on public documents (incomplete/difficult to understand), cases of non-conformity in tax administration/SPPT, conflict of claims and social disputes, economic limitations of citizens in administrative financing, and length of issuance of certificates. Factors influencing land acquisition include weak past regulation and supervision of arable land, low legal-land administration literacy, economic pressure, over-cultivation phenomenon, and the community's strong need for legal certainty. The implications of the research emphasize the need to standardize service information, strengthen transparency of one-stop financing, document assistance, strengthen complaint and supervision mechanisms, and counseling on land administration literacy to improve service quality and public trust.

Keywords: public services, administrative services, land acquisition, policy implementation, service quality, mekarjaya village

1 Introduction

Public services are a fundamental element in the administration of government because they are directly related to the fulfillment of people's rights and needs. The quality of public services is one of the indicators of the government's success in carrying out service functions, especially in the context of regional autonomy. Good service is characterized by procedural certainty, clarity of time and cost, transparency, and orientation to community satisfaction as service recipients. Therefore, public services are not only understood as administrative activities, but also as a form of state responsibility to citizens. Law Number 25 of 2009 concerning Public Services emphasizes that the implementation of public services must be guided by clear and measurable service standards. The service standards include legal

foundations, requirements, service systems and procedures, settlement periods, costs or rates, service products, facilities and infrastructure, implementation competencies, internal supervision, and complaint handling mechanisms. The existence of service standards and announcements is intended to ensure legal certainty, increase the accountability of the apparatus, and provide protection for the community in obtaining quality, fast, and transparent services (Republic of Indonesia, 2009).

In practice, one form of public service that often faces various problems is land administration services, especially in the process of land acquisition or acquisition. Land acquisition administrative services are a series of activities that involve the management of land ownership documents, land use permits, and the fulfillment of other administrative requirements. This process requires good coordination between government apparatus and the community, considering that land acquisition is not only related to administrative aspects, but also concerns property rights, economic interests, and social aspects of the community.

In Mekarjaya Village, Ciemas District, Sukabumi Regency, the implementation of land acquisition administrative services still shows a number of problems. Based on empirical phenomena, the services provided have not been fully optimal, characterized by the length of administrative completion time, lack of communication between village officials and the community, and limited public understanding of land acquisition administrative procedures. In addition, there are indications of unofficial practices such as illegal levies, uncentralized fund management, and limited financial ability of the community to meet the administrative costs needed. This condition has the potential to reduce the level of public satisfaction and weaken public trust in service providers.

On the other hand, land acquisition is often complex and sensitive because it involves a variety of conflicting interests, such as development needs, environmental protection, and the fulfillment of the rights of local communities. This complexity requires transparent, accountable, and participatory service governance so that potential conflicts can be minimized. The low quality of administrative services not only has an impact on delays in the land acquisition process, but can also trigger dissatisfaction and resistance from the affected communities.

Based on these conditions, a study on the implementation of land acquisition administrative services in Mekarjaya Village is important to be carried out. This study seeks to analyze how land acquisition administrative services are implemented, identify obstacles faced in their implementation, and examine the factors that affect the quality of these services. The results of the research are expected to make a theoretical contribution to the development of public administration science and become practical recommendations for village governments in improving the quality of land acquisition administration services that are more effective, transparent, and oriented towards community satisfaction.

2 Literature Review

Studies on administrative services and land acquisition/acquisition have been carried out extensively, both in terms of policy implementation and the quality of public services. Previous research is an important foothold to map the position of this research as well as show the gaps to be filled. Empirically, Irwan's (2015) study on land acquisition administrative services in the land section at the Landak Regency Regional Secretariat shows that the implementation of administrative services has not been maximized, especially related to the use of facilities and the competence of officers in the operation of work tools, so it is necessary to train and strengthen process transparency. Meanwhile, Hamsariadi (2023) highlights the implementation of land acquisition policies in the Banda Aceh-Sigli toll road construction project, which still leaves the problem of unfair compensation payments and delays in fulfilling the rights of affected communities, which ultimately cause losses and social tensions. Different from the two studies, Siregar (2017) examined the implementation of the sub-district integrated administrative service policy (PATEN) with the Grindle framework and found that implementation can run well when the content of the policy and the context of its implementation are supported by clear

procedures, transparent financing, and consistent coaching and supervision. The synthesis of the three studies shows that the issue of administrative services and land acquisition/acquisition generally recurs in the aspects of implementing capacity, certainty of procedures and time, transparency, and fairness in the process and output of services (Hamsariadi, 2023; Irwan, 2015; Siregar, 2017).

Conceptually, policy implementation is understood as a crucial stage of the public policy process that determines whether policy goals are truly achieved. Implementation is not automatically successful just because a policy has been determined, because success is greatly influenced by the variables of implementation, organization, and policy environment. Nakamura and Smallwood emphasize implementation as a link between the evaluation of a problem and its translation into more specific decisions, while Van Meter and Van Horn view implementation as the action of both government and non-government actors directed to achieve a predetermined goal (Winarno, n.d.). In the context of public services, this perspective is relevant because the success of implementation is not only measured by the existence of rules, but also by service practices that are truly felt by the community as service recipients.

Public services themselves are a series of activities to meet the needs of citizens for goods, services, and/or administrative services organized by public service providers (Republic of Indonesia, 2009). The normative framework emphasizes that public services must be carried out based on service standards, procedural certainty, time certainty, and cost transparency, accompanied by a complaint mechanism and the accountability of the organizers (Republic of Indonesia, 2009). In government administration practices, service quality is often associated with the fulfillment of the principles of service delivery such as simplicity of procedures, clarity of requirements, certainty of time, accuracy of service products, security, availability of facilities, ease of access, and the attitude of disciplined and responsive apparatus (Ministry of PANRB, 2003). Thus, public service is not just an administrative process, but a reflection of institutional capacity and commitment to service ethics.

To assess service quality, one of the approaches that is widely used in public service research is the service quality dimension (SERVQUAL), namely physical evidence (tangible), reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). The tangible dimension emphasizes the aspect of facilities and the appearance of the apparatus, reliability assesses the consistency of service according to standards, responsiveness is related to the responsiveness of officers, assurance emphasizes certainty and a sense of security/trust, while empathy is related to attention and fair treatment of citizens. This framework is relevant for measuring land acquisition administrative services, because the service process usually involves documents, completion time, potential costs, and intensive interaction between officers and the community.

Administrative services are a form of public service that produces final products in the form of official documents such as certificates, permits, recommendations, information, and other administrative legal documents. In the context of land, administrative services contain the stages of recording, file research, verification, decision-making, and documentation that require precision and procedural certainty. Therefore, the quality of administrative services is highly dependent on the competence of the implementers, standard procedures, and service integrity so that the community is not harmed by protracted, non-transparent, or deviant processes.

Land acquisition/procurement is the process of providing land for certain interests through the provision of appropriate and fair compensation to the entitled parties (Republic of Indonesia, 2012). This definition emphasizes two main aspects: (1) the existence of the purpose of land provision and (2) the existence of a fair and appropriate compensation obligation. In practice, land acquisition is regulated through the basis of agrarian law and various derivative regulations that demand procedural certainty and protection of community rights, so that the implementation of its administration must be able to ensure the legality of the process, transparency of stages, and accountability of completion.

Based on the synthesis of theories and findings of previous studies, this study positions the implementation of land acquisition administrative services as a process influenced by two main clusters: (1) policy implementation factors (how rules, actors, and mechanisms are implemented in practice), and (2) service quality factors experienced by the community. The framework of this study uses SERVQUAL as the main lens to read the quality of land acquisition administration services—including tangible, reliability, responsiveness, assurance, and empathy—because these dimensions can capture procedural aspects, service interactions, and service outputs in a more operational manner. In other words, if the land acquisition administrative service shows clear physical evidence and documentation, reliable and consistent procedures, prompt and appropriate officer response, guaranteed certainty of cost/time/legality, and empathy and good communication to residents, then the implementation of services tends to be considered effective and satisfactory. On the contrary, the weakness of one or more of these dimensions has the potential to give rise to complaints, mistrust, and implementation barriers, including unofficial practices and uncertainty of resolution.

3 Research Methods

This study uses a qualitative approach with a descriptive design to understand in depth the implementation of land acquisition administrative services at the village level, including processes, obstacles, and factors that affect them. The qualitative approach was chosen because it allows researchers to contextually explore social realities through the experiences, meanings, and interactions of the actors directly involved (Creswell & Poth, 2018). Descriptive design is used to describe phenomena as they are systematically and factually based on field data, so as to produce a complete understanding of administrative service practices at the research site.

The research location was carried out at the Mekarjaya Village Office, Ciemas District, Sukabumi Regency, West Java, with a focus on administrative service activities related to land acquisition. The selection of the location is based on the existence of an empirical phenomenon related to the land acquisition administrative process involving village officials, land acquisition teams, and the community as service recipients. The research was carried out in the period from March 2024 to August 2024, so that the researcher had sufficient time to conduct observations, interviews, and search for supporting documents.

The data sources in this study consist of primary data and secondary data. Primary data was obtained through direct interaction in the field using interview and observation techniques, especially to capture information about service flows, community experiences, communication patterns, implementation constraints, and service implementation dynamics. Secondary data were obtained from relevant documents such as administrative archives, documents related to land acquisition/procurement, activity records, and previous literature and research that supported the analysis.

The selection of informants is carried out using the purposive sampling technique, which is the deliberate selection of informants based on the consideration that the informant is considered to know the best and is directly involved in the process of land acquisition administration services (Patton, 2015). The informants in this study include officials and related parties, including the Village Head, Village Secretary, Land Acquisition Team Leader, Team Treasurer, team members, and several community members who have experienced or accessed land acquisition services. This strategy is used to obtain a variety of perspectives from the side of service providers and service recipients, so that the data collected is richer and more balanced.

Data collection techniques are carried out through observation, interviews, documentation, and literature studies. Observations were carried out to see firsthand the service process, service situation, and interaction practices between officers and the community. Interviews are conducted in a semi-structured manner so that researchers can dig deep into data but remain focused on the research focus (Creswell & Poth, 2018). Documentation is used to strengthen empirical evidence as well as verify

information from interviews and observations through official documents, administrative records, or available archives. Literature studies are conducted to strengthen the theoretical foundation and support the discussion of research results using public service literature, policy implementation, and land administration.

The data analysis in this study uses an interactive analysis model which includes data reduction, data presentation, and conclusion drawing and verification. Data reduction is carried out by selecting, focusing, simplifying, and encoding raw data from interviews, observations, and documents to suit the needs of the research. The reduced data is then presented in the form of narrative descriptions, theme matrices, or category groupings to make it easier for researchers to understand the patterns, relationships, and tendencies of field findings. The final stage is carried out through repeated conclusion drawing and verification to ensure that the researcher's interpretation is supported by adequate data (Miles et al., 2014).

To maintain the validity of the data, this study applied the strategy of source triangulation and triangulation techniques, namely comparing information from various informants (apparatus, liberation team, community) and comparing the results of interviews with observations and documents. In addition, information consistency is checked through cross-confirmation between informants, so that the findings are more credible and accountable (Miles et al., 2014).

4 Results of Research and Discussion

Overview of Data and Informants

The research data was collected through interviews, observations, and documentation in Mekarjaya Village, Ciemas District, Sukabumi Regency during the March-August 2024 period. The informant involves elements of service providers (Village Head, Village Secretary, Team Leader, Team Treasurer, members of the land acquisition team) and service recipient elements (applicants/affected parties). The composition of this informant allows researchers to capture the dynamics of administrative services from the internal side of the village bureaucracy and from the direct experience of the community as service users. All data were analyzed thematically with data reduction flows, data presentation, and conclusion drawing and verification to ensure the consistency of cross-source findings (Miles et al., 2014).

Research Results

Implementation of Land Acquisition Administration Services

The results of the study show that the implementation of land acquisition administrative services in Mekarjaya Village runs through relatively systematic stages, starting from the receipt of applications and checking the completeness of the files, followed by verification of documents and applicant data, then coordination across agencies (especially with BPN and forestry/local government related parties), administrative management and financing, to monitoring processes to service outputs such as documents administration or certification. Village officials and land acquisition teams place coordination and supervision at the core of implementation, as the success of services is determined by the synchronization of procedures between parties and efforts to prevent irregularities. However, from the perspective of the community, services are seen as quite helpful but not completely accessible, because the procedure is still felt to be complicated and time-consuming, accompanied by complaints related to unclear stages and payment mechanisms that are not yet uniform so that some residents depend on information from certain parties.

Implementation Barriers

Field findings show that the obstacles to service implementation do not stand alone, but are interrelated so as to extend the duration of services and reduce community satisfaction. The dominant obstacle is the layered bureaucracy that causes the verification and coordination process to take a long time, plus miscommunication that makes the applicant not get consistent information about the stages,

requirements, and financing patterns. This condition opens up a space for vulnerability in the form of illegal levies or irregularities in fund management that have an impact on declining public trust. In addition, the quality of citizens' documents that are incomplete or difficult to understand makes it difficult to verify administration, while cases of fake SPPT or tax administration inconsistencies in some residents give rise to legal uncertainty and potential conflicts. Other obstacles that also stand out are conflict of claims and social disputes related to the status of forestry land and restrictions on certain areas, economic constraints for the community in meeting administrative costs, and the length of time for issuing certificates that prolong uncertainty for residents.

Factors Influencing the Occurrence of Land Acquisition

The factors that affect the occurrence of land acquisition in Mekarjaya Village are mainly rooted in the history of land tenure and the need for legal certainty in the community. In various findings, the practice of cultivating forestry land lasted for a long time at a time when regulation and supervision were not effective, so that some residents formed the perception that the land they managed was "theirs". The low literacy of legal information and land administration reinforces misunderstandings between cultivation rights and property rights, which ultimately gives rise to claims of illegal ownership and the phenomenon of over-cultivation between citizens. At the same time, economic pressure is the main driver: the community needs the legality of land for a sense of security in business, economic access, and long-term planning. Therefore, the strong demand for certification and clarity of rights status is a reinforcing factor that makes the land acquisition process seen as a path to legal certainty and household economic stability.

Discussion

Service Implementation in the Perspective of Public Service Policies and Standards

Normatively, the implementation of public services must meet service standards which include requirements, procedures, time, costs, service products, facilities, implementation competencies, and complaint mechanisms as stipulated in Law Number 25 of 2009 concerning Public Services (Republic of Indonesia, 2009). The findings of the study show that the village apparatus and the team have carried out the basic elements of services such as application acceptance, verification, coordination, and administration. However, the most prominent implementation gaps lie in the certainty of time, clarity of information, and transparency of financing, because the public is still experiencing confusion of stages, variations in explanations, and protracted processes. Within the framework of policy implementation, this condition emphasizes that the success of implementation is not sufficiently supported by formal rules, but is also determined by the capacity of the implementer, coordination between institutions, and the characteristics of the local social environment (Winarno, n.d.). The complexity of land and forestry affairs involving many institutions makes coordination a key variable; When coordination is not solid, processes slow down, accountability weakens, and informal practice spaces tend to emerge. In addition, the context of land acquisition is also related to procedural certainty and protection of the rights of rightful parties in the framework of land acquisition that emphasizes the principles of justice and feasibility (Republic of Indonesia, 2012), so that service governance at the village level must be able to bridge the socio-legal transition from the old cultivation practices to a formal rights system recognized by the state.

Analysis of Findings Using the Service Quality Dimension (SERVQUAL)

The quality of land acquisition administration services can be understood through the five dimensions of SERVQUAL, namely tangible, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). From a tangible side, efforts to organize documents and administration have been seen, but the perception of citizens that complicated procedures and guidelines are not clear indicates that physical service instruments such as written SOPs, service flows, and cost information have not worked optimally as an aid for applicants. In terms of reliability, the verification and coordination process across agencies reflects efforts to maintain administrative order, but the incomplete quality of citizens' documents and cases of tax administration inconsistencies indicate that the reliability of the service has not been supported by an adequate document assistance system. In the responsiveness dimension, the

team is considered quite helpful, but complaints about miscommunication show that responsiveness is not consistent, because a good response is not only fast, but also must be uniform and easy to understand so that the applicant does not receive different information (Parasuraman et al., 1988). In the assurance dimension, the findings of illegal levies and the lack of clarity in the management of funds undermine the public's sense of security and trust, even though cost transparency and complaint mechanisms are core elements in public service standards (Republic of Indonesia, 2009). In the empathy dimension, there are parties who help residents to show concern for the needs of the applicant, but there are still community groups that have difficulty understanding documents and procedures, so it is necessary to strengthen simpler assistance and communication services so that vulnerable groups are not left behind in the administrative process.

Discussion of Barriers: The Root of the Problem and Its Consequences

The obstacles that arise in the administration of land acquisition are a combination of system problems and social problems that reinforce each other. Systemically, layered bureaucracy and cross-agency coordination prolong the service cycle and increase the burden of transaction costs for the community, both in the form of time, energy, and significant expenses. Socially, the lack of clarity of information increases citizens' dependence on intermediaries, thereby increasing the risk of abuse, including illegal levies, which ultimately undermines the integrity of services and lowers public trust. The conflict of claims and over-cultivation also shows that the land issue is not only administrative, but related to the history of land tenure that is not followed by formal legality; When the legalization process begins, differences in the perception of rights arise into disputes and complicate verification. On the other hand, the economic constraints of the community give rise to additional vulnerability because administrative costs and the length of the issuance of certificates prolong uncertainty, so that residents feel burdened both materially and psychologically. These findings confirm that it is not enough to improve services only to speed up the process, but must improve information governance, financing transparency, and integrity control mechanisms so that services run more fairly, consistently, and trustworthily (Republic of Indonesia, 2012).

Practical Implications

The practical implications of the research results point to the need for improved service governance that emphasizes procedural certainty, clarity of information, and strengthening accountability. Standardization of service information needs to be carried out through the publication of flows/SOPs, requirements, estimated time, and cost details openly to meet the mandate of public service standards (Republic of Indonesia, 2009). In addition, payment management needs to be centralized through one official door with proof of payment and periodic reporting to increase assurance and close the illegal collection space. It is also necessary to provide document assistance services (document clinics/help posts) to help residents prepare the correct files, so that the verification process is not repeated and the duration of the service can be accelerated. Complaint and supervision mechanisms must be strengthened, both internally and participatory, so that potential irregularities can be detected quickly and dealt with firmly. Finally, land administration literacy counseling needs to be carried out regularly to reduce miscommunication, prevent conflicts due to misperceptions of rights, and support the transition from cultivation practices to more orderly and equitable legality.

5 Conclusions And Suggestions

Based on the results of research and discussion on the implementation of land acquisition administration services in Mekarjaya Village, Ciemas District, Sukabumi Regency, it can be concluded that the service has been running with a relatively good implementation foundation and showing performance in terms of service quality as well as the dimensions of SERVQUAL—reliability, responsiveness, guarantee, empathy, and physical evidence—through fairly systematic procedures, document verification, cross-agency coordination, as well as administrative and financing management efforts. Nevertheless, the effectiveness of services still faces significant obstacles, especially layered and long-term bureaucracy, unclear information and miscommunication related to stages and financing, and vulnerability to illegal

levy practices that reduce public trust. Obstacles also arise from the problem of administration of community documents (incompleteness, incompatibility, and invalid SPPT cases), disputes and claims conflicts due to differences in perception between cultivation rights and property rights on forestry land, the length of issuance of certificates, and the economic limitations of residents in bearing administrative costs. In addition to these obstacles, factors that affect the occurrence of land acquisition stem from the history of land tenure that is not followed by adequate regulation and supervision, low literacy of land laws and administration, economic pressures that encourage the need for certainty of rights, the phenomenon of over-cultivation and claims of illegal ownership, as well as the encouragement of the community to obtain land legality as the basis for business security and economic access. In line with these conclusions, suggestions for improvement are directed at simplifying procedures and strengthening cross-agency coordination so that the duration of service is more certain, standardizing service information (flow/SOP, requirements, estimated time, and cost details) as well as increasing socialization and document assistance for residents to reduce file errors and miscommunication, implementing one-stop financing governance with proof of payment and periodic reporting to close the illegal collection space, Strengthening the complaint and supervision mechanism accompanied by strict enforcement against irregularities and invalid documents, accelerating the certification process to reduce uncertainty, and facilitating financing support or assistance/subsidy schemes for vulnerable communities so that the cost of issuing certificates does not become a burden that hinders the legalization process.

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