

REFORMASI ADMINISTRASI DALAM PELAYANAN KASUS TUMPANG TINDIH LAHAN DI KANTOR BPN KOTA TANJUNGPINANG

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ABSTRAK

Penelitian ini membahas reformasi administrasi pada Kantor Pertanahan Kota Tanjungpinang dalam menangani kasus tumpang tindih lahan. Permasalahan tumpang tindih lahan masih sering terjadi akibat lemahnya sistem administrasi pertanahan, ketidakteraturan data, rendahnya koordinasi antar lembaga, serta kurang optimalnya pelayanan publik di bidang pertanahan. Penelitian ini bertujuan untuk mengetahui bentuk reformasi administrasi yang dilakukan oleh BPN Kota Tanjungpinang, hambatan yang dihadapi dalam penyelesaian kasus tumpang tindih lahan, serta dampak reformasi administrasi terhadap efektivitas pelayanan pertanahan dan kepastian hukum bagi masyarakat. Penelitian ini menggunakan pendekatan kualitatif dengan jenis penelitian deskriptif. Teknik pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan dokumentasi. Informan penelitian terdiri dari Kepala Kantor ATR/BPN Kota Tanjungpinang, Kepala Seksi Penataan dan Pemberdayaan, Kepala Seksi Penetapan Hak dan Pendaftaran, Kepala Seksi Survei dan Pemetaan, serta masyarakat yang terlibat dalam konflik pertanahan. Penelitian ini menggunakan teori reformasi administrasi Gerald E. Caiden yang menekankan perubahan struktur, prosedur, budaya birokrasi, efisiensi, efektivitas, serta penyesuaian pelayanan terhadap kebutuhan masyarakat. Hasil penelitian menunjukkan bahwa reformasi administrasi di BPN Kota Tanjungpinang telah dilakukan melalui digitalisasi pelayanan, penerapan sertifikat elektronik, penggunaan aplikasi Sentuh Tanahku, pelayanan Pelataran (Pelayanan Tanah Akhir Pekan), serta pelayanan di Mall Pelayanan Publik. Selain itu, penggunaan teknologi GNSS dalam pengukuran tanah membantu meningkatkan akurasi data pertanahan sehingga dapat meminimalisasi potensi terjadinya tumpang tindih lahan. Reformasi administrasi juga terlihat melalui peningkatan transparansi biaya pelayanan, koordinasi antar lini, serta pendekatan mediasi dalam penyelesaian konflik pertanahan. Kesimpulan penelitian ini menunjukkan bahwa reformasi administrasi di BPN Kota Tanjungpinang telah memberikan dampak positif terhadap peningkatan efektivitas dan efisiensi pelayanan pertanahan serta membantu penyelesaian kasus tumpang tindih lahan. Reformasi administrasi yang dilakukan juga telah mencerminkan prinsip *good governance* melalui transparansi, akuntabilitas, dan pelayanan yang lebih responsif terhadap kebutuhan masyarakat.

Kata Kunci: Reformasi Administrasi, Tumpang Tindih Lahan, *Good governance*, Pelayanan Pertanahan, BPN Kota Tanjungpinang.

ADMINISTRATIVE REFORM OF OVERLAPPING LAND CASE SERVICES AT THE TANJUNGPINANG CITY BPN OFFICE

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ABSTRACT

This study discusses administrative reform at the Tanjungpinang City Land Office in handling overlapping land cases. Overlapping land problems still often occur due to a weak land administration system, irregular data, low coordination between institutions, and less than optimal public services in the land sector. This study aims to determine the form of administrative reform carried out by the Tanjungpinang City BPN, the obstacles faced in resolving overlapping land cases, and the impact of administrative reform on the effectiveness of land services and legal certainty for the community. This study uses a qualitative approach with a descriptive research type. Data collection techniques were carried out through in-depth interviews, observation, and documentation. Research informants consisted of the Head of the Tanjungpinang City ATR/BPN Office, the Head of the Arrangement and Empowerment Section, the Head of the Rights Determination and Registration Section, the Head of the Survey and Mapping Section, and communities involved in land conflicts. This study uses Gerald E. Caiden's theory of administrative reform, which emphasizes changes in structure, procedures, bureaucratic culture, efficiency, effectiveness, and the adjustment of services to community needs. The results show that administrative reform at the Tanjungpinang City Land Agency (BPN) has been carried out through service digitization, the implementation of electronic certificates, the use of the Sentuh Tanahku application, Pelataran (Weekend Land Service) services, and services at the Public Service Mall. In addition, the use of GNSS technology in land measurement helps improve the accuracy of land data, thereby minimizing the potential for overlapping land claims. Administrative reform is also seen through increased transparency of service costs, inter-line coordination, and a mediation approach in resolving land conflicts. The conclusion of this study indicates that administrative reforms at the Tanjungpinang City Land Agency (BPN) have had a positive impact on increasing the effectiveness and efficiency of land services and assisting in the resolution of overlapping land claims. These administrative reforms also reflect the principles of good governance through transparency, accountability, and services that are more responsive to public needs.

Keywords: Administrative Reform, Overlapping Land, Good governance, Land Services, Tanjungpinang City Land Agency.