

PLANNING FOR THE DEVELOPMENT OF TECHNICAL COMPETENCE IN LAND MANAGEMENT (CASE STUDY AT THE REGIONAL OFFICE OF THE NATIONAL LAND AGENCY, DKI JAKARTA PROVINCE)

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ABSTRACT

This study aims to design a development plan for technical competencies in land management, specifically within the Regional Office of the National Land Agency (BPN) DKI Jakarta Province. The complexity of land issues in urban areas like Jakarta necessitates the improvement of technical competencies among functional land administrators to ensure effective performance and service delivery. Using a qualitative research approach, data was gathered through interviews, observations, and document analysis. The research highlights the absence of a structured competency development plan for land administrators and suggests the need for tailored training programs. Findings emphasize the importance of digital literacy, land administration skills, legal expertise, and communication skills to meet the demands of modern land management. The study concludes with recommendations for competency development that aligns with organizational goals, proposing a competency framework tailored to the challenges faced in Jakarta.

KEYWORDS

Land Management, Technical Competence, Competency Development, Land Administrators, Jakarta, National Land Agency



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INTRODUCTION

In the second term of President Joko Widodo's administration, there are five main priorities: infrastructure development, human resource development, regulatory simplification, bureaucratic simplification, and economic transformation. One important policy is the simplification of bureaucracy through the elimination of several structural positions into two levels, which aims to accelerate public services. This process is supported by digital transformation, with the hope of speeding up the work process through an electronic-based government system.

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As a follow-up, the Ministry of Administrative Reform (Kemenpan-RB) issued regulations related to the equalization of administrative positions into functional positions. Several positions were identified and matched with appropriate functional positions. In 2020, three new functional positions in the land sector were created to meet these needs. To date, a total of 5,461 land-related functional positions have been transferred (Sutrisno & Zuhri, 2019).

In developing human resources, the functional position of land administrator at the DKI Jakarta BPN Regional Office is considered important due to the complexity of land issues in urban areas such as Jakarta. Poor land management can worsen social conditions, increase inequality, and trigger other social problems. Therefore, functional land administrators need to develop their technical competencies (Wibowo, 2010).

The importance of mastering technical competencies for functional land administrators has been regulated in various government regulations. However, there is no competency development design or program specifically created for these positions, especially in Jakarta (Nitisemito, 2015). Against this background, research is needed to design a competency development planning model that suits the needs of functional land administrators in the BPN Regional Office of DKI Jakarta Province (Dessler, 2017).

Based on the description above, it is necessary to create a Design / Model of a technical competency development planning program that is in accordance with the needs of the organization at the DKI Jakarta Provincial BPN Regional Office by considering the needs and characteristics of different Land Administering JF. Planning for the development of technical competencies for the right Land Administering JF needs to be researched and the author is interested in conducting research on Land Administering Competency Development planning (Case Study at the DKI Jakarta Provincial BPN Regional Office).

The main problem identified in this research is the absence of a competency development planning document for the Functional Position (JF) Land Planner, even though regulations require the fulfillment of a minimum of 20 hours of learning for ASN every year (Ross, 2021). The complexity of land issues in DKI Jakarta caused by the high population and limited land demands higher performance of JF Land Planner, especially in supporting digital transformation. This research aims to design an appropriate technical competency development plan and model, which is expected to provide solutions for performance improvement and become a reference for future competency development (Finster et al., 2022).

Previous research on human resource (HR) competency development has been conducted by several researchers, with the main focus on strategies and models applied in various organizational contexts. Setiabudi & Anggraini (2021) examined the competency development strategy of the Functional Position (JF) Land Planner at BAPPENAS, which was evaluated based on Jack Gordon's competency theory. This study concluded that the optimization of competency development was at the 80% level. Febrian et al. (2023) examined Human Capital Management, highlighting the importance of HR management through organizational commitment, training needs analysis, and individual development plans to increase productivity. In addition, Gruzina et al. (2021) examined the dynamics of HR development in the

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economic development cycle, suggesting the importance of HR investment for economic growth.

Other research, such as that conducted by Suryanto et al. (2017), highlighted the soft competency model for Commitment Making Officials (PPK) in land acquisition at the Brantas River Basin Center. Hidayat et al. (2022) examined the development of apparatus competencies in Magelang Regency, highlighting that the development program is good but still faces budget constraints. Research by Midhat Ali et al. (2021) presents a generic and dynamic competency framework for HR management, while Batt et al. (2021) offers a six-step model for developing a health worker competency framework. These studies underscore the importance of a structured competency development strategy, although approaches vary according to context and organizational needs.

RESEARCH METHOD

Qualitative research focuses on in-depth observation to understand the phenomenon as a whole. This method produces descriptive data that is analyzed inductively. Data collection techniques include interviews, observations, and document studies, which are presented in the form of words or observed behavior. Descriptive research does not question the relationship between variables, but aims to describe facts without hypothesis testing. Irawan and Sanafiah explained that the main purpose of this research is to describe the phenomenon as it is (Soehartono, 2008). Based on that, the approach used in this research is a qualitative approach. As stated by Bogdan and Taylor, that the qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and behaviors that can be observed (Moleong, 2013).

Data collection techniques in this study included interviews with purposively selected key informants, as well as document reviews relevant to the research material. The data collected consisted of primary data from informants with relevant knowledge, and secondary data from various supporting documents. Data processing was done through selection, editing, and triangulation to ensure validity, then presented descriptively with in-depth analysis to reach logical research conclusions.

RESULT AND DISCUSSION

Overview of the BPN Regional Office of DKI Jakarta Province

The DKI Jakarta BPN Regional Office is tasked with managing land as a limited natural resource, ensuring the protection of land rights, and distributing them fairly to the community. Based on Article 33 paragraph (3) of the 1945 Constitution and Law Number 5 Year 1960, land and the natural resources contained therein are controlled by the state for the prosperity of the people. The state is responsible for regulating the use, allocation, control and ownership of land through the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN), which acts in accordance with the authority of the state's right to control.

Based on Presidential Regulation No. 48/2020, BPN Regional Offices and Land Offices were established as non-ministerial institutions that carry out

government duties in the land sector. BPN's main tasks include policy formulation, surveying and mapping, rights determination and land registration, land redistribution, and control of land tenure and utilization. In addition, BPN is also responsible for dispute handling, task supervision, land data and information management, and human resource development.

The organizational structure of the DKI Jakarta Provincial BPN Regional Office follows the Regulation of the Minister of Agrarian and Spatial Planning/Head of BPN Number 17 of 2020. This structure consists of various fields, including the Division of Rights Determination and Registration, the Division of Arrangement and Empowerment, the Division of Land Acquisition and Development, and the Division of Control and Dispute Handling. Each of these areas supports the implementation of relevant land functions in supporting the performance of the Land Administering JF.

JF Land Planner overview

The Functional Position (JF) of Land Planner at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency has an important role in carrying out land structuring tasks, including technical policies, tenure, and land development. This JF was established based on Minister of State Apparatus Empowerment Regulation No. 77/2020, with responsibility for various functions, such as determining rights, agrarian structuring, land acquisition, and handling disputes. Functional officials are expected to be professional, competent, and independent through education, training, and experience that support the implementation of strategic land tasks.

However, until now there is no national competency development planning document for JF Land Planner. The competency development process is important to support performance, but this still requires a training needs analysis (TNA) and clear competency standards. This planning process will help determine the type of training that is appropriate for JF, especially in the DKI Jakarta BPN Office area, in order to achieve effective performance and support the achievement of organizational goals.

The process of preparing the Competency Development Planning document is carried out with the following stages:

Data Collection

Data collection for organizational needs related to JF Land Planner is carried out through Renstra and Position Analysis documents. This position was established based on the Minister of PAN and RB Regulation Number 77 of 2020 with four levels: First Expert, Junior Expert, Middle Expert, and Major Expert. In the Regional Office of BPN DKI Jakarta Province, JF Land Planner plays a role in the implementation of various programs, including PTSL, land acquisition for public interest, as well as handling land issues and eradicating land mafia. The main functions of this JF include land technical policies, determination of rights, agrarian structuring, land control, and resolution of land disputes and conflicts. The competency needs of the Land Administering JF are identified through job competency standards, which provide guidance on the knowledge, skills and attitudes required

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to support effective task execution. These competencies are divided into two categories: core competencies (including basic land and digital literacy) and technical land competencies (covering various aspects of land management and dispute resolution). Competency development is tailored to the level of the position, with each skill level requiring a different level of technical competency.

Lampiran I
Surat Menteri PANRB
Nomor : B/057 /M.SM.02.00/2022
Tanggal : 31 Oktober 2022

DAFTAR KOMPETENSI TEKNIS JABATAN FUNGSIONAL PENATA PERTANAHAN		
Bidang	Jenjang	Kompetensi Teknis
Bidang Pendaftaran dan Penetapan Hak Tanah dan Ruang	Ahli Pertama	<ol style="list-style-type: none"> 1. Dasar Pertanahan dan Tata Ruang (Level 2) 2. Literasi Digital (Level 2) 3. Penetapan Hak Atas Tanah dan Ruang (Level 2) 4. Pemeriksaan Tanah (Level 2) 5. Pendaftaran Tanah (Level 2)
	Ahli Muda	<ol style="list-style-type: none"> 1. Budaya Organisasi (Level 3) 2. Dasar Peertanahan dan Tata Ruang (Level 3) 3. Literasi Digital (Level 3) 4. Penetapan Hak Atas Tanah dan Ruang (Level 3) 5. Pemeriksaan Tanah (Level 3) 6. Pendaftaran Tanah (Level 3)
	Ahli Madya	<ol style="list-style-type: none"> 1. Budaya Organisasi (Level 4) 2. Dasar Pertanahan dan Tata Ruang (Level 4) 3. Literasi Digital (Level 4) 4. Penetapan Hak Atas Tanah dan Ruang (Level 4) 5. Pemeriksaan Tanah (Level 4) 6. Pendaftaran Tanah (Level 4)

Figure 1. Competency Standard of JF Land Planner

Profile of Land Planner JF

Profile Data of Land Administering JF based on Simpeg data, the following is a description of the education of Land Administering JF in the BPN Regional Office of DKI Jakarta Province, as follows:

Table 1. Profile of JF Land Planner

Position	Total	Education	Major
First Land Planner	6	S1 and S2	Law, Computer, Management Planning
Junior Land Planner	10	S1 and S2	Law, Computer, Management Planning
Associate Land Planner	1	S2	Law

Based on the Educational Requirements document for Land Administering JF, all Land Administering JF have met the requirements in terms of education level

and selection of education majors, according to the Position Competency Standards and Position Analysis document. This is because at the time of the transfer process into the Land Administering JF, an administrative selection has been carried out, one of which is the educational requirements and the type of education major that is allowed to register as a Land Administering JF. The distribution of JF Land Administrators is based on the results of the ABK which have been determined in the formation of JF Land Administrators.

Determination of the type of training profile for JF Land Planner is based on training history data in the Simpeg Application, such as Basic and Advanced PTSL, Legal Attorney Training, Geographic Information Systems, Mediation, Land Acquisition, Land Zone Assessment, and Agrarian Arrangement. This training is usually attended if there is a summons from PPSDM. However, the unavailability of invitations results in the Land Administering JF not always being able to fulfill the competency development requirements required by the ASN Law.

Lack of access to technical training is due to budget constraints and the high number of Land Administering JF across Indonesia. Prioritization of training themes is determined by urgent national interests. Therefore, to ensure competency development in the BPN Regional Office of DKI Jakarta Province is in accordance with organizational and individual needs, individual assessments are needed to measure the level of mastery of the material and determine competency gaps.

Competency Gap Measurement

Competency gap measurement involves analysis and evaluation of Land Administering JF competencies, identification of gaps, and development of competency improvement strategies in accordance with organizational needs. Mastery of these competencies is necessary so that the achievement of organizational performance is in line with mastery of competencies for career development.

"So that the Land Administering JF can meet the competency standards required for the position occupied so that the Land Administering JF can complete tasks optimally which leads to career development and is expected to have an impact on improving organizational performance" (informant 1).

In addition to the tasks and functions above, it is necessary to identify the needs of skills and knowledge needed to carry out tasks in accordance with the times and organizational needs.

"...can be based on data on stakeholder needs and or urgent needs that support the leadership's work program" (informant 1).

This is important so that optimal performance is achieved and employees' careers can progress. The measurement process involves identifying performance issues and competency gaps, including constraints such as delays in achieving targets, lack of technical mastery, as well as challenges on the ground related to land issues and bureaucracy. In addition, communication issues with the public and the ability to apply rules effectively are also major challenges, especially in Jakarta with its high land values and population density. The need for technical competence and communication skills is key for JF Land Planners to execute policies well and provide legal certainty for the community.

Data Processing

Based on the results of the identification of obstacles in the field, the competencies that need to be mastered by JF Land Planner are obtained:

1. Basic land skills.

Based on the results of the interview, the author found that basic land skills, especially the land administration process, are mandatory skills that must be possessed by JF Land Administrators. This is because the process of registering and determining land is the initial stage of land ownership and a further process due to the attachment between the land and its owner. This is supported by the opinions of several informants as follows:

"... before a certificate is issued, it is necessary to check whether the documents submitted are the true owner of the land and the party to whom the land is to be granted... to prevent unauthorized transfer of rights... because the responsibility is for life... so you must understand the law of inheritance, the law of buying and selling, Islamic law on waqf... it is not absolute, but if you can master it, it can make it easier for officers and reduce mistakes in the future. (informant 5)."

"...currently, the right of flats is only applicable in commercial apartment models, ... adequate legal knowledge is needed before determining the analysis of the granting of Rusunawa Rights... how is the land administration, who is implementing ... how is the use of rights and transfer of rights. (informant 4)"

"...he knows the certificate process. ... he knows about taxes like what? ... Well that's an understanding like that. Usually the officer has basic knowledge of land administration when he works on land acquisition...What needs to be considered carefully is that in addition to land ownership documents, there are matters related to the land acquisition...So he lives. This land I know this type of certificate and this type of certificate ... because of the different treatment of each type ... why is it important, for example, the land affected by land acquisition is not all, only a few percent of the land, so what must be done within that framework is to make sure the certificate exists or not, what type it is, so that later we can provide input to the compensation appraiser also how we solve the certificate, ...The data that is affected by the acquisition is only a certain number of meters, the mapping must be precise to a certain number of meters, then separate it from the main certificate, then certify that number of meters for the state and the rest must be ensured in the land book to be handed back to the owner. So if you pay attention, there is a combination between his initial understanding of business processes and land law comprehensively.(informant 2)"

Based on the information above, the author concludes that basic land skills, especially land administration, are very important for JF Land Administrators in all work units. This concept works because in the strategic plan document the entire land management management process is interrelated to the output of its work, both in the process of agrarian reform, land acquisition and settlement of disputes, conflicts and land cases.

2. Digital Mastery Skills

Based on data collection, land service processes and land data storage are carried out in digital applications. In the Regulation of the Minister of ATR / BPN

Number 19 of 2020, it is stipulated that some services become electronic. The digital transformation process at the DKI Jakarta Provincial BPN Regional Office is carried out with the development of a Complete City where the entire Jakarta area has been mapped. Mastery of digital skills also supports the implementation of tasks. This is supported by informant 2's opinion as follows:

"...this capability must be possessed by the functional official or the personnel working on land activities, for example land acquisition, to be able to understand not only the substance of land acquisition or the substance of mapping measurements but also how to process data with a series of electronic processes. ... he is able to transfer manual data into digital data. This means that in addition to mastering land acquisition, he must be able to read the spatial data of the textual data. The ability is not necessary to be able to code programming but just the ability to utilize information systems. I think it is enough to utilize it, but in the context of practice, he must be able to understand the system and know the process of analyzing the data that has been entered. So in the context of system development, he is the conceptor of how this is to be utilized, so the system also provides benefits. He is in a position to provide input to programmers in building the system, so he must understand that the system (informant 2).

Digital skills are not focused on programming skills, but rather on having the ability and knowledge of how the system is built, choosing the right programming language to build a large land system. The data that the author gets is that JF Land Administration must have a digital mindset and conception, so that it is not only able to use it, but can design and develop the most appropriate system.

In addition, the DKI Jakarta BPN Regional Office has developed several information system-based applications, where the system is built based on spatial and textual data, so that other informants emphasize the ability to read spatial space and textual data as the basis for the analysis process.

Mapping skills are able to transform data and field results in map media to support regional planning policy analysis. In analyzing related spaces, the ability to integrate several other maps is needed, such as administrative boundaries, population distribution maps, potential maps and other maps.(informant 5)

Now all fields must switch to digitalization, the land registration process can no longer be manual, because the number of our services is increasing... adding human resources will burden the state, if the service is electronic, the public is also happy because the flow and costs are clear (informant 6).

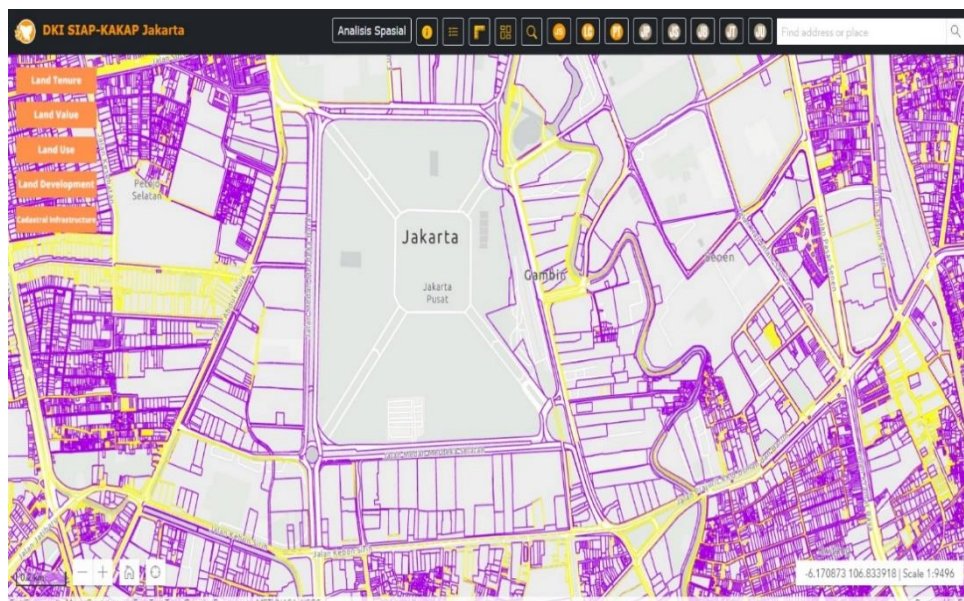


Figure 2. Land Application Image

Based on the information above, it can be concluded that JF Land Administrators need to master digital literacy. This ability is needed because of changes in the service business process, the author also found the fact that the process of changing manual data into digital also involves the ability to read spatial data, because all land data is stored in spatial and textual applications.

3. Land Law Capability

Based on the results of data processing of JF Land Administering functions and Performance Targets, it is found that land issues are regulated in various complex laws and regulations and sometimes overlapping regulations between agencies. Legal competence is needed to understand and apply these regulations appropriately, such as the Basic Agrarian Law, spatial regulations, licensing, and so on.

"...the case dispute has the mediator's ability to mediate The main mastery is about land rules Having information about the parties to the dispute. Understand the psychological condition of those who come. Because all those who come to must be people who are in trouble, must be angry and blame the agency...." (informant 2)

"...there are many rules governing land acquisition, we are a bit dizzy, if there are different tennis instructions, we are afraid of being jailed...." (informant 7)

Based on the information on duties and functions, the author concludes that in handling land disputes, it is often necessary to go through legal processes, both litigation (court) and non-litigation (mediation, negotiation). Legal competence is needed to master the procedures and mechanisms of the legal process.

"... because you have to deal with the court, you have to master the science of lawyering...in addition to mastering technical material, JF Land Planners also need legal knowledge to be able to reconcile the parties" (informant 3).

"We are often asked to provide information to Law Enforcement Officials about the initial process of determining land ownership ... if it is wrong in the

process the officer who signs is also affected ... can also be summoned to court, either as the party being sued, the plaintiff ... that's why you have to master it well, not just technical land but also have to master the law so you don't take the wrong step ... if the process is correct at the beginning it will not be difficult to litigate in court because the supporting evidence is also strong (informant 4)

In addition, there is data that in the implementation of the function of land disputes often involve conflicting interests and rights to land.

- Legal competence is necessary to protect the rights of legitimate parties and provide legal certainty in dispute resolution.

... mastery of the science of law to ensure that the officer when authorizing the acquisition of land knows how the history of the land up to the last owner, to ensure there is no conflict of ownership ... the portion that we can report violations of the law, we can also be reported by the community because they are considered to be involved in the Land Mafia, ... the person can complain to us for various issues of abuse of authority issues not serving properly, ... later it will be proven in court ... especially if it is related to the human rights of small communities whose land suddenly disappeared, there are various kinds because the risk is great, so we must be able to explain the articles, where our position is, if we always lose, later our Land Administering JF will be imprisoned ... we must be able to compile arguments and evidence in court, that's why we need special schools ... The education must be adequate, in the field of law, if not in the field of law, you must master land administration. Have investigative skills, like PPNS, looking for information. (informant 3)

- Legal capacity is required during the mediation process of the disputing parties, *...mediating is not easy, if you are not smart, you will go straight to court...even though if you can communicate well, it can be resolved...but you have to be smart, you have to be good at legal knowledge, because what you are dealing with is the Mafia, whose networks are everywhere" (informant 3).*

- In land disputes, evidence and documents such as land certificates, deeds of sale and purchase, etc. become very important. Legal competence is required to analyze the validity and legal force of such evidence. Handling land disputes often involves negotiations and out-of-court settlement efforts. Legal competence is required to negotiate effectively and reach a valid and legally binding agreement.

"JF PP officers must be well versed in not only land law, but also Islamic law on inheritance, gono gini, civil and criminal law, commerce, and other laws. You don't have to be an expert, but at least know, because our job is to mediate people who have legal problems about land disputes, ... if we are not careful, we will cause trouble for ourselves (informant 3)."

Investigation skills as well as basic land administration. Also ability regarding the Criminal Code, Inheritance Law. Then if in a case dispute, there are mediator skills for mediation skills The main mastery is about land regulations Having information about the parties to the dispute. Understand the psychological conditions of those who come. Because all who come to the Land Office must be people who are in trouble, must be angry and blame the agency. Officers must not get angry, they must be able to manage the situation so that people do not get angrier.

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Officers must be able to communicate well, so as to be able to lead the mediation process, be able to reconcile and find solutions, officers must not make the situation worse because they are unable to handle the parties in trouble. The officer should not be seen to be defending one of the parties, his contribution should be visible before the case is brought to court (informant 8).

Based on the information above, it can be concluded that the legal skills that must be mastered are:

- a Regulatory synchronization capability
- b Courtroom skills
- c Ability to mediate between conflicting parties over land issues
- d Investigation and evidence processing skills

4. Communication skills

In carrying out the duties of the Land JF, socialization of activities is an important stage before data collection activities. In order for the next process to run easily, this stage is very important. The following are some informants' opinions on the importance of effective communication skills in implementing activities:

"...This JF land administrator needs to master several skills. Communication skills with the community.... They must convey the rules properly without causing conflict in the field... " ...must be able to manage the situation so that the community does not get angry. Officers must be able to communicate well, so as to be able to lead the mediation process, be able to reconcile and find solutions, officers must not make the situation worse because they are unable to handle the parties in trouble. The officer should not be seen to be defending one of the parties, his contribution should be visible before the case is brought to court (informant 2)".

"...Officers must be able to communicate well, so as to be able to lead the mediation process, be able to reconcile and find solutions, officers must not make the situation worse because they are unable to handle the parties who are in trouble... The land acquisition stage involves many parties... in the meeting JF Land Administration needs to convey the regulations from our side... if there is a mistake, we will be responsible because we are the Chairperson... that's why the communication must be good, must be clear, according to the rules, ... you cannot decide by yourself if you don't want problems to occur later... In addition to mastering technical material, you can carry out mitigation so that the ability to compile Risk Management is needed to be able to anticipate problems in the field "(informant 3)

"...So his special ability is that he is able to communicate persuasively to landowners... In the context of being the chief executive of land acquisition, ... must have the ability to convey policies effectively... Moreover, the issue of compensation is a sensitive issue, many are riding on the community, ... so there are many demonstrations... affecting the psychology of officers in the field, officers will prefer to avoid... When he avoids it will become a problem just waiting for the time when this will explode... We feel that we have carried out the stages well, but forgot to convey it to the affected community. So persuasion is very necessary in preventing future problems (informant 4)."

Based on the above facts, good communication skills for JF Land Planners are needed to convey information and rules to the public properly and effectively.

Uniformity of understanding of the implementation according to the rules is needed to prevent errors in conveying information to the public. Good communication can improve the quality of public services. By using effective communication, JF Land Administration can provide appropriate information to the public, so that the public can more easily understand and access the services provided. This can increase public satisfaction and improve the quality of services provided. It is expected that when JF Land Administrators are able to communicate well, it can foster public interest in accessing land services with the right information. Because the functions that must be carried out have juridical impact and economic value, if the information is not provided appropriately, it will cause problems and conflicts with the people who access land services.

Preparation of Training Needs Analysis

Training Needs Analysis (AKD) is a process used to determine training needs in an organization. It involves analyzing data on employees' skills and abilities, and identifying competency gaps between skills possessed and those required. The most effective learning method is classical training with simulations and case studies. This facilitates participants' understanding of the training material.

- a. List of Training Needs for Land Administering JF. Based on the competency gap analysis, a list of training needs for the Land Administering Functional Position (JF) in the Regional Office of BPN DKI Jakarta Province was prepared. The required trainings include land basics, digital literacy, land rights determination, and others. The training is divided into three levels, namely basic, advanced, and expert, with evaluation methods in the form of quizzes and field simulations.
- b. Classical Competency Development Model. Classical competency development refers to formal education through learning assignments or training. This education and training program is arranged by the PPSDM of the Ministry of ATR/BPN. The participant selection process is based on position needs and budget availability. Training participants take part in online and offline sessions with evaluation through pre and post tests.
- c. Weaknesses of Self-Directed Training. Self-training, such as webinars and online seminars, has weaknesses, namely the lack of interest and awareness of participants, and training themes that often do not match the specific needs of the work unit. In addition, independent training has not fully closed the competency gap of individual Land Administering JFs.
- d. Technical Guidance as a Complement. To complement the lack of independent training, the DKI Jakarta BPN Regional Office organizes technical guidance according to the technical needs in each field. Technical guidance is needed, especially when there are policy changes or new work tools. This is important because the performance of the Land Administering JF has a significant legal impact.

Performance and Competency

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In an organization, competency development and performance improvement have become very important in improving the quality of the organization. By improving the abilities and skills of human resources, organizations can improve their ability to achieve organizational goals. Improved performance can also increase customer satisfaction and enhance the organization's reputation.

In accordance with the opinion of Hesti (2023) the work results achieved in accordance with the responsibilities and performance targets that have been set can only be achieved if supported by competent Land Stewards.

The implementation of training is able to have a positive influence on carrying out tasks according to respondents' opinions:

"After the GIS training, it is now easier to issue a land transfer permit, I can read the map" (respondent 7).

"...used to be nervous when suddenly surrounded by the community, now I can speak more organized..." (respondent 8)

"land acquisition is most difficult if there are different rules... there are many organizers... now I understand the rules better, I don't dare to make decisions carelessly... the impression is slow but there are fewer problems..." (respondent 3)

... If we are often given training / seminars / technical guidance / courses, we are happy, we can directly consult problems in the field. We can also compare and solve the same problems.... The rules below, how do you say it like different, changing, so we are actually confused in the field. If we hear directly from experts, at least we have experience, new knowledge that can be used as a guide." (respondent 7)

CONCLUSION

This research discusses competency development planning for Land Administering JFs at the BPN Regional Office of DKI Jakarta Province. It was found that required competencies can change rapidly, depending on organizational needs and challenges faced in the field. Quality performance requires competent human resources, and for this reason, there is a need for systematic competency development planning that is relevant to organizational needs. Currently, such a planning document is not available, so it is necessary to analyze training needs following existing guidelines, including in the management of land functions such as technical policies, determination of rights, land registration, and handling of land disputes.

Based on the training needs analysis, there are several types of training suggested for the Land Administering JF, including basic land, digital literacy, and land law, where training should focus on simulating real cases to facilitate implementation. This study also recommends that a competency development planning document be developed to make the training more appropriate, as well as strengthening public communication and risk management training. Regular training will increase the Land Administering JF's understanding and awareness of applicable rules and procedures.

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