

Networking of Inter-Actors Governance in Land Services at Makassar City, Indonesia

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ABSTRACT : *This research aimed to analyze the pattern of networking between government actor (Land Office), private sector (PPAT), and society (citizens) in governance of land services at Makassar city. This research used a qualitative approach with a phenomenological perspective to understand the meaning of social phenomena under study. This research produces the data orally or in writing of the people and events that were observed to formulate a research focus. The focus of research is how the pattern of networking inter-actors in the governance of land services at Makassar. The results of study showed: (1) the Office of Land (government) and Land Deed Official or PPAT (private sector) is a partner in the process of land registration. Land Office implement the land registration, while PPAT make authentic certificate as a basis for land registration; (2) The relationship between actors is intermittent coordination; (3) Relationship with the Land Office (government) and society (citizens) are sociotechnical community programs through Land Certification Services for People (Larasita) and the Land Orderly Literacy Community Groups (POKMASDARTIBNAH). The implications of this research indicate the need for increased networking among actors in land services through strengthening interaction, interorganizational arrangements, and the provision of facilities to the weaker actors to realize the objectives of cooperation.*

Keywords : Networking inter-actors, Partnership, Intermittent coordination, Sociotechnical relations

I. INTRODUCTION

Democracy has fundamentally changed the purpose and method of public administration. Characteristics government became increasingly less hierarchical, more decentralized, and the increasing desire to hand over the role of the dominance of the public to the private sector (Frederickson et al, 2012:219) [1]. The solution of problems and achieving the expected community benefits through cooperation between sectors namely business, non-profit, volunteer, media, community, and government (Bryson et al, 2006:44) [2].

The changes are represented in terms of "governance". The concept of governance is widely used for shows new areas of public administration. Typically, this practice is associated with changes in hierarchical bureaucratic system into the market system and network (Bevir, 2006:426) [3]. The new paradigm of public administration makes governance is significantly different from the government. "Governance means a new process of governing; changed condition of ordered rule; or the new method by which society is governed" (Rhodes, 1996:652-653) [4]. Sangkala (2012:53) [5] said that, "governance is a system of values, policies and

institutions in which people manage issues of economic, social, and political through interaction with and between the state, civil society and the private sector".

Frederickson et al (2003:218) [6], said that in the system of governance, the government is not a single actor (rowing), but doing the steering the policy network. Steering means that the government make public policy objectives, while rowing means directly implementing all government policies. Marcussen and Torfing (2003:7) [7] mentioned restrictions governance as: (a) a horizontal articulation of interdependent, but the actors autonomous operationally; (b) the actor in touch through negotiation; (c) takes place in a regulation, norms, theories and frameworks imaginary; (d) is to some extent self-policing; and (e) act created a public purpose within a specified area.

Frederickson et al (2012:229-230) [1], Peters and Pierre (1998:225-227) [8] mentions four dimensions of governance, namely: (1) the importance of networks (network dominance); (2) from control to influence (diminishing government control); (3) the blending of public and private resources (involvement of public and

private resources); and (4) the use of multiple instruments (using a variety of instruments, the main instrument of non traditional or electronic media in the public sector). According to Rakhmat (2009:31-33) [9], the institutions of governance includes three actors, namely the state (government), private sector, and society. Paradigm of governance emphasizes the relationship between the government, private sector and society actors synergistically, as a form of participation in development.

This article reveals the importance of networking between actors governance to increase the quality of land services. Government is no longer a single actor, but with the private sector and society manage the land services at Makassar city. Mandell and Steelman (2003:203-204) [10] uses term “*Interorganizational Innovations*” to describe the networking among actors, which consists of: (1) Intermittent coordination; (2) Temporary task force; (3) Permanent and/or regular coordination; (4) A coalition; and (5) A network structure. Through networking among government actor (Land Office), private sector (PPAT), and society (citizens), the quality of the land services at Makassar can be further increased.

II. RESEARCH METHOD

2.1 Approach and Type of Research

This research used a qualitative approach and the type of phenomenology to understand the meaning of social phenomena studied is the networking between actors in the governance of land services at Makassar city. The results of research in the form of verbal or written the data from people and events that were observed to formulate a research focus.

2.2 Research Focus

The focus of this research are: (1) how the pattern of networking between the Land Office (state) and Land Deed Official (private sector) in the land registration system; and (2) how the pattern of networking between the Land Office (state) and community (society) in the land services at Makassar city.

2.3 Research Location

The location of this research is Makassar. The unit of analysis is the actor related to land services, namely: (1) Land Office of Makassar (Kantor Pertanahan Kota Makassar); (2) Land Deed Official (Pejabat Pembuat Akta Tanah or PPAT) in Makassar; and (3) the society of Makassar.

2.4 Research informant

Informants of research were: (1) the informant is the Head of Land Office; Head of the Administrative Sub-section; Head of Controlling/Community Development; Head of Land Rights and the Land Registry; and Head of Public Affairs & Employment; and Admin Computerized

Land Office (KKP) Makassar City; (2) informants from the private sector: Land Deed Official (PPAT) in Makassar City; and (3) the informant from society: Residents who require land services in the areas of Makassar; Trustees, Board, or a member of the Land Orderly Literacy Community Groups (*POKMASDARTIBNAH*) in Makassar city.

2.5 Research Data

Research data sources are: (1) Primary data is data in the form of major information obtained from direct observations and interviews with informants; and (2) secondary data that official documents or personal documents collected during the research process, either printed or electronic documents.

2.6 Techniques of Data Analysis

The data analysis technique used in this study is an interactive model of Miles and Huberman with the steps are: data reduction, presentation, and withdrawal conclusion / verification (Miles & Huberman, 1992:16-19) [11].

III. RESULTS AND DISCUSSION

Object of this research is three actors governance of land services in Makassar city, namely: (1) Land Office of Makassar (state); (2) Land Deed Official in Makassar (private sector); and (3) residents of Makassar city (society) which require land services .

The first actor is the Land Office of Makassar (state), a vertical institutions of Republic of Indonesia National Land Agency (BPN RI) South Sulawesi Province which has the task to provide land services in Makassar as stipulated in Presidential Regulation No. 10 of 2006 [12] and the decision of the Head BPN No. 1 in 1989 [13]. BPN is a non-ministerial government agency headed by a chief and responsible to the President. Formerly known as the “Office of Agraria”, then turned into National Land Agency (Badan Pertanahan Nasional). BPN task is to carry out tasks in the field of land administration in the national, regional, and sectoral. Makassar Land Office is under BPN South Sulawesi. Makassar Land Office headed by a head office and equipped with Sub Division of Administration; and 5 Section, namely: (1) Section of Survey, Measurement and Mapping; (2) Section of Land Rights and the Land Registry; (3) Section of the Setting and Arrangement of land; (4) Section of Control and Empowerment; and (5) Section of Dispute, Conflict and Case [12].

The second actor, Land Deed Official (PPAT), which was commissioned to create an authentic deed land rights changes. The position of these actors is very important in the process of land registration in the Land Office. Government Regulation No. 24 of 1997 [14] mentions that the land registration in implementing land registration, the Head of the Land Office was assisted by PPAT and other officials assigned to carry out certain

activities according to government regulation and legislation. PPAT is appointed and dismissed by the National Land Agency (BPN RI) in accordance with the PPAT formations in each area. PPAT is a public official who is authorized to make the authentic deeds of certain legal acts concerning land rights or Upper Freehold Flats Unit. PPAT implement most basic duty land registration activities to make the deed as proof he had done certain legal acts concerning land rights or Upper Freehold Flats Unit that will be the basis for the registration of land registration data changes caused by the legal action. PPAT is a working area of the territory of the Land Office is working with the city of Makassar. PPAT in Makassar is 119 people and PPATS 14 people.

The third actor is the community, citizens or residents (society) who resided in Makassar city. Residents Makassar is a plural society, composed of various ethnic, religious, and educational backgrounds who come to the city of Makassar for business, work, or continuing education. In accordance with the data from the Central Statistics Agency (BPS) Makassar, total population in 2012 of 1.369.606 people, with 676.744 male and 692.862 women [15]. Makassar population inhabiting an area of 17,577 hectares or 0,28% of the area of South Sulawesi, is composed of 14 districts and 143 villages. Of the 14 sub-districts in the city of Makassar, District Tamalate is the most extensive area is: 1,997 hectares and Mariso District is the smallest region with an area of 0,182 hectares [16].

3.1. Results of the Research

Networking inter-actors is a pattern of interaction between Land Office of Makassar (government actors), Land Deed Official or PPAT (private sector) and society (citizens) in the land services at Makassar city. Networking between Land Office and PPAT realized through a partnership in the process of land registration. While networking between the Land Office and society is realized through the land services by counter, Larasita program, and POKMASDARTIBNAH.

Land Office and PPAT is a partner in the process of land registration. To carry out land registration in the Land Office, any change in land rights requires PPAT deed. This means that without the PPAT deed, Land Office cannot register changes in land rights owned by the community.

In the registration , the public can submit a letter directly to the registration of the Land Office. Some communities also authorize the PPAT to do register. The procedure of registration have the same procedure for the PPAT or the people who directly enroll in the Land Office. Although regarded as a partner, the Land Office not give special treatment to PPAT in the land registration process, so that the procedure through which the community and PPAT in accordance with applicable Standard Operating Procedures (SOPs) in Land Office of Makassar.

Strong partnership between the Land Office and PPAT is shown in the realization of the right of registration and transfer of land rights in the Land Office of Makassar. In 2011, registration of land rights of more than 48 thousand application and transfer of rights to more than 32 thousand (Table 1 and 2). The number of requests completed by the Land Office Makassar less than the amount that goes so there are remaining to be solved in the next year (2012).

Table 1. Realization of the registration rights

No.	Activities	Application		
		Entry	Finish	Remain
Event Registration Phase I				
1.	Remaining of 2010	2.666	680	3.256
2.	Application of 2011	1.270		
3.	Total	3.936		
Event Registration Phase II				
1.	Remaining of 2011	4.836	13.496	6.115
2.	Application of 2011	14.775		
3.	Total	19.611		
Activities of Land Information				
1.	Remaining of 2010	332		
2.	Application of 2011	33.930		
3.	Total 2011	34.262		
Total		57.809	48.357	9.452

Data source: Land Office of Makassar (2013)

Tabel 2. Realization transfer of rights

No	Activities	Application		
		Entry	Finish	Remain
	Unpaid 2010	953		
1.	Name change	13.940	14.061	234
2.	Mortgage	12.132	12.230	247
3.	Roya	5.613	5.732	140
4.	Swap	14	14	-
5.	Rename	1	1	-
6.	Cessie	3	3	-
Total		32.662	32.041	621

Data source: Land Office of Makassar (2013)

To strengthen the networking inter-actors, Land Office and PPAT make coordination as needed. Networking both actors are dyadic relationship. As a partner, PPAT always coordinate with Land Office, for example through the meetings. Meeting schedule adapted to the needs, such as six months, to share information, provide feedback to each other, or to make the same perception. Both actors talk about some things such as the obstacles encountered in the field, including keeping the process and file completion time in BPN. Before the meeting was held, there is usually an invitation from

Land Office, then organization of PPAT (IPPAT) convey to all PPAT. The meeting had been held in the hall of the Land Office in Makassar. Coordination of the two actors is incidentally, not scheduled, and never formed a team together to resolve. Networking inter-actors of Land Office and PPAT is shown Figure 1.

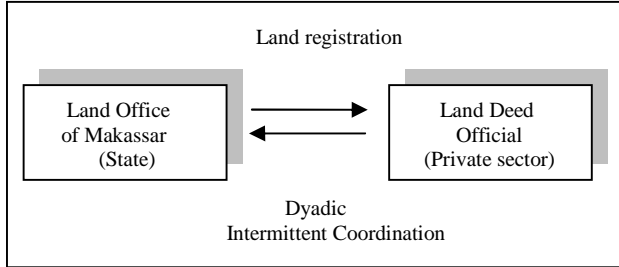


Figure 1. Networking between Land Office and Land deed Official (Processed primary data, 2013)

Land Office of Makassar also establish networking with the community through service available at the land office and the presence of a special programs namely: (1) *Land Certification Services for People* (Larasita); and (2) *the Land Orderly Literacy Community Groups* (POKMASDARTIBNAH) in some districts in Makassar.

The first special program of Land Office, Larasita, intended to hold the execution of the duties and functions of the National Land Agency (BPN) to the society. Larasita is the Moving Land Office. Larasita implemented by the vehicle or other means of transportation, information and communications technology, and the facilities available at the Land Office (BPN Regulation No.18 of 2009 regarding Larasita BPN). Through Larasita operational vehicles equipped with internet connection, people can deal directly with land officers to resolve the problem without to come directly at the Land Office. In 2013, has carried 98 times Larasita activities in Makassar city (Table 3).

Table 3. LARASITA program schedule 2013

No.	Month	Implementation date	Location
1.	January	3, 8, 10, 15, 17, 22,29, 31	Makassar
2.	February	5, 7,12, 14, 19, 21, 26, 28	Makassar
3.	March	5, 7, 14, 19, 21, 26, 28	Makassar
4.	April	2, 4, 9, 11, 16, 18, 23, 25, 30	Makassar
5.	May	2, 7, 14, 16, 21, 23, 28, 30	Makassar
6.	June	4, 11, 13, 18, 20, 25, 27	Makassar
7.	July	1, 3, 8, 10, 15, 17, 22, 24, 29	Makassar
8.	August	5, 12, 14, 19, 21, 26, 28	Makassar
9.	September	2, 4, 9, 11, 18, 23, 25, 30	Makassar
10.	October	2, 7, 9, 16, 21, 23, 28, 30	Makassar
11.	November	4, 6, 11, 13, 18, 20, 25, 27	Makassar
12.	December	2, 4, 9, 11, 16, 18, 23, 25, 30	Makassar

Data source: Land Office of Makassar (2013)

The second program, POKMASDARTIBNAH, is an effort to explore the potential of the society by

increasing the formation of community conscious and orderly land at the village/districts. On 2013, the Land Office has established 8 of POKMASDARTIBNAH in various village/districts in Makassar city (Table 4).

Table 4. Locations of Pokmasdartibnah in Makassar City

No.	Location (Village/District)	Group Name	Inauguration
1.	Rappokalling/Tallo	SEPAKAT	October 2012
2.	Tammua/Tallo	SIPAKAINGA	November 2012
3.	Kampung Buyang/Mariso	BUYANG MANDIRI	December 2012
4.	Bungaejaya/Bontoala	MITRA	October 2012
5.	Jongaya/Tamalate	BERSATU	December 2012
6.	Tamangapa/Manggala	SIPAKATAU	December 2012
7.	Sudiang Raya/Biringkanaya	SIPAKATAU	November 2012

Data source: Land Office of Makassar (2013)

Networking of Land Office and Society in Makassar city can be described as follows (figure 2):

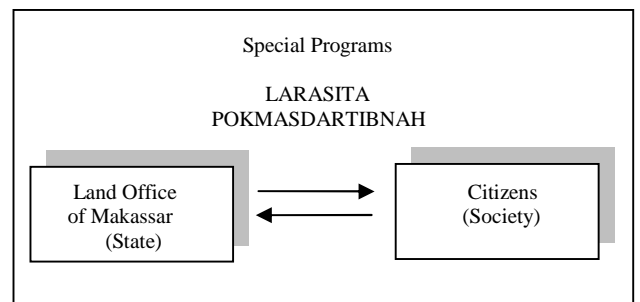


Figure 2. Networking between Land Office and Society (Processed primary data, 2013)

3.2. DISCUSSION

The first to be discussed is the networking between Land Office and PPAT in Makassar city. Networking of Land Office and PPAT is the horizontal interaction between the two actors in the land services in Makassar. Networking of Land Office and PPAT can work synergistically, because the government and private sector actors carrying out duties professionally with the ability to develop working relationships with other actors. As a government actor, duties and authority of the Land Office in Makassar is "vertical agency of the National Land Agency, which is under and responsible directly to the Head of the Regional Office of the National Land Agency Sulawesi. Land Office of Makassar has the some tasks and functions of the National Land Agency in the city of Makassar. To carry out these tasks, Land Office of Makassar has functions include: setting up activities in the field of land tenure arrangements, land use management, maintenance of rights to land, as well as measurement and registration of land" (Decree of the Head of the National Land Agency No. 1 of 1989) [13].

While the Land Deed Official (PPAT) have principal duty to implement part of activities to make the land registration deed as proof he had done certain legal acts concerning land rights which will be the basis for the registration of data changes caused by the act of the law (Rule Heads National Land Agency, No. 1 of 2006) [17]. PPAT as officer in charge of land registration are: (1) Notary Public (PPAT profession appointed by the Minister / Head of BPN); (2) District Head (appointment as temporary PPAT); and (3) Head of the Land Office (appointment as special PPAT). In this study, PPAT is a profession which appointed by the Minister / Head of National Land Agency (BPN) and placed in the working area (formation) of Makassar.

PPAT is a public official who helped head the Land Office to register the land in the city of Makassar. Based on the Act No. 5 of 1960 [18] on the Basic Regulation Agrarian, explained that in order to ensure legal certainty over land rights, the Government has implemented land registration. In the framework of the implementation of land registration, the Government Regulation No. 24 of 1997 [14] on Land Registration, explained that: "Head of the Land Office was assisted by PPAT and other officials assigned to carry out certain activities according to government regulation and legislation." PPAT has the main task to implement part of activities to make the land registration deed as proof he had done certain legal acts concerning land rights that will be the basis for the registration of land registration data changes caused by the legal action . PPAT Deed will then be registered at the Land Office. To register a deed of change of land rights in the Land Office, the citizens can do so directly or through services PPAT given power of attorney by the villagers as a standard operating procedure (SOP) in Makassar Land Office.

Networking inter-actors in land services put PPAT and Land Office as a partners that help strengthen or establish any legal acts on parcels of land made by the subject of rights in question in an authentic deed. Based on the Indonesian Government Regulation No. 37 of 1998 [19] stated that: "Land Deed Official (PPAT) is a public official who is authorized to make the authentic deeds of certain legal acts concerning land rights or Upper Freehold Flats Unit." PPAT was appointed to a particular work area in accordance with a predetermined formation. Formation of PPAT is the maximum amount allowed in a single unit of work area PPAT. Number formation for Makassar PPAT is 125 persons (BPN Decree No. 4 of 2006 [20]), but PPAT in Makassar currently only 119 people or still under formation. To serve the public in a deed in areas that have not been sufficiently PPAT, or to serve certain segments of society in particular PPAT deed, the Minister may appoint sub-district or village chief as temporary PPAT (PPATS) and Head of the Land Office as Special PPAT (PPATK).

PPAT is appointed by the Minister/Head of BPN is the partner of the Land Office in Makassar. PPAT is a specialist professional graduate education program or special education program notary PPAT held by institutions of higher education. PPAT can be doubled as

a Notary, Consultant or Legal Counsel. However PPAT prohibited from holding professional lawyer (advocate), civil servants (PNS), or Employee Owned Enterprises State/Region (PP. 37 1998: Section 7 [19]). PPAT is the a profession (private sector) that runs most of the authority of the state to create an authentic deed transfer of land rights as well as partners in the Land Office land services in the areas of Makassar. Partnership relationship between two actors in the process of land registration are shown in Tables 1 and 2.

Through networking analysis is known that the interaction of the Land Office and PPAT not in a single setting (only one pattern of interorganizational relationships), but can be understood with multiple settings (spatial relationships interorganizational). By setting multiple relationships, relationships Land Office and PPAT will be more innovative (Mandell and Steelman, 2003) [10] in addressing land issues in Makassar. Faust in "*Comparing Social Networks: Size, Denzity, and Local Structure*" (2006:185-216) [21] stated that studies social networks generally learn only one or group setting (a single group or setting) and relatively less attention to perform comparisons using tissues from a variety of settings (multiple settings). The study focuses on two social networking general questions. First, whether the tissue contains a specific relationship, in total, show structural tendencies. Secondly, whether the different structural features among different types of relationships. Land network consists of the relationship between social units in the Office of Land and PPAT. Relations of Land Office and PPAT called dyadic, set the link between a pair of actors who refers to as a bond. These actors are representing the land office and the state PPAT representing the private sector, while land services is the bond of their relationship. A dyadic consists of two vertices and the environment between them. There are three levels of dyadic namely: mutual (M) or balanced; Asymmetric (A) or not symmetrical; and null (N) or zero. Dyadic relationship between the Land Office and PPAT is a mutual position which the two actors become partners in a mutually beneficial system of land services.

Networking Land Office and PPAT in Makassar is the innovation interorganizational form in the land services. Interorganizational innovation are inter-organizational arrangements (Land Office and PPAT) that work together to resolve land issues mutually. Mandell and Steelman (2003) [10] mentions the five forms of interorganizational innovation, namely: intermittent coordination, temporary task force, permanent and/or regular coordination, a coalitions, and a network structures. According theory of interorganizational innovation, networking inter-actors Land Office and PPAT shaped intermittent coordination (coordination is not fixed), a low-level ties in interorganizational innovation. Through intermittent coordination relationship (not fixed), the two actors have a meeting or coordination is not routine and unscheduled. The meeting was held for the delivery of information, laws and regulations, or discuss the constraints of land services in the city of Makassar. Intermittent coordination is done

when the two actors (the Land Office and PPAT) needs to solve a land issues are not previously scheduled. Limited relationship the two actors is a form of single-setting relationship between actors. Intermittent coordination between Land Office and PPAT can be upgraded to a temporary task force, and a coalition of permanent coordination with the development of land issues in Makassar. Thus, networking interorganizational between Land Office and PPAT not only on intermittent coordination (a single setting), but also form a temporary task force, permanent or regular coordination, and a coalition (multiple settings).

Further discussion is networking of Land Office and Makassar people using network analysis. Wellman in his writings "Network Analysis: Some Basic Principles" (1983:155-200) [22], revealed that the network theory to study the social structure and bonding patterns that connect every actor (member). Analysis of the network emphasize why actors act and structural factors that limit their actions. Analysis of seeking deep tissue structures of regular network patterns that normally exist under complex social systems. This analysis illustrates the patterns and learn how to restrict the structure of behavior and social change.

From these explanations it is understood that the program *Larasita* (Table 3) and *POKMASDARTIBNAH* (Table 4) is a social network that connects Land Office and the vertices of the people in Makassar as well as the relationship of one's body parts. Network analysis reveals how the structural properties affect the behavior of the Land Office and the community goes beyond the normative rules which have the attributes of social networking more personal and interpersonal relationships. Studied how this bonding patterns in the network provide significant opportunities and limitations because it affects the access of the people (society) and institutions (Land Office) to get the resources such as information, wealth, and power. Thus, network analysis looked at the Land Office and community networking as a network of attachment relationships (dependency relationship) resulting from the difference in vertices and control of resource allocation structure of the state and society.

Based on network analysis, the network that is built up between the Land Office and the public has two different orientations. First, formalists studies focusing on the shape of the patterns of the network rather than the content (content) of their relationship, namely: pattern similarities will create behavioral similarities consequences in the broad context of substance. Some experts formalist in a bottom-up (from bottom up) that describe interpersonal relationships as blocks making up the social structure. Other experts, taking a top-down approach (from top to bottom) with the argument that they can learn to understand the whole social structure of the existing structure. They want to use network analysis to map the entire role in the structure as a system. Therefore, the Land Office and the public network should not only be a top-down (from the Land Office to the community), but also bottom-up (from the community to the Land Office).

Second, structuralism using different variations of the concept of network-analytic. Some researchers analyzed the whole networks --- all in a definite bond between all members of the population --- studying the patterns of structure under major actors. Others analyze individual networks (personal networks) --- starting from individual standpoints to learn how compositional, content, and configuration of the bonds that influence the flow of resources from these people. Many experts are concerned with the effect of the network on a large scale system integration, that is the Land Office and community networking not only rely on formal structures such as *POKMASDARTIBNAH*, but also how the composition, content, and configuration of *POKMASDARTIBNAH* may play a role to empowering the people of Makassar in the land sector.

Networking of Land Office and community further analyzed using Actor Network Theory (ANT). Ritzer (2005:1-3) [23] says that ANT is also known as the Enrolment Theory, emerged in the mid - 1980s. ANT is a conceptual frame for exploring collective sociotechnical process, which has a special interest in science and social activity. ANT suggests that the work of science is not fundamentally different from other social activities. ANT emphasizes the heterogeneous engineering process whereby elements of social, technical, conceptual, and textual managed and transformed together. Serious attention of the agency nonhumans (machines, animals, texts, and hybrids among them), ANT is understood as the incorporation of heterogeneous textual, conceptual, social, and technical actors. Networking of Land Office (state) and community (society) through *Larasita* and *POKMASDARTIBNAH* are sociotechnical networking that not only involve aspects of human, but also technical devices (non-human) for example technology and culture in the community. In the inter-actor network, will appear "The Will Actor" called actants. Actants is all agents collectively or individually, which can be separated or a hook with other agents. Actants into the network, which rotates within their boundaries, their name, and provide them with a substance, action, intention, and subjectivity. Networking the Land Office and the public is an effort to cut the difference between agency and structure of the two actors. In all sociotechnical network, relational effects are the result of differences in characteristics between actors. ANT is also regarded as a power mechanics theory, namely: stabilization and reproduction of some interaction between actors, networks maintenance center and periphery, and the establishment of hegemony. When the Land Office and society relations harmonious and coordinated, it created a network convergence. The harmony illustrates the extent to which the network is defined in the joint space between actors.

Based on the above discussion, it is understood that networking the Land Office (state), PPAT (private sector) and society (citizens) is a complex interaction, nonhierarchical and sociotechnical. Actors are in the network structure with a limited relationship corresponding duties, powers, and temporary coordination.

IV. CONCLUSION

Networking inter-actors is a pattern of interaction between government actors (Land Office), the private sector (Land Deed Official or PPAT), and society (residents) in multi-service system organization. Actors are a combination of the three institutions that mutually cooperate to deal with the complexities of land services in Makassar that can not be handled by a single organization (government actors).

Land Office (state) and PPAT (private sector) is a partner in the process of land registration. Land Office in charge of carrying out land registration, while PPAT make authentic certificate as a basis for land registration. The relationship of government and private actors are intermittent coordination. While relationships Land Office (state) and community (society) is sociotechnical through: public service (counter); program of Land Certification Services for People (*Larasita*) and the Land Orderly Literacy Community Groups (*POKMASDARTIBNAH*).

To improve the networking between actors in the land services at Makassar city, so that:

- Government actors (Land Office) and private sector (PPAT) need to establish a temporary task force; permanent/regular coordination, or a coalitions in the system of land services.
- Inter-organizational setting guidelines need to be developed between the Land Office and PPAT. These guidelines form the formal and informal. Guidelines for using the formal land laws that already exist, while informal guidance in the form of agreement between the two actors.
- Land Office needs to provide facilities and guidance to the Land Orderly Literacy Community Groups (*POKMASDARTIBNAH*) in order to carry out its functions as expected. Coaching group strategies need to combines the top down and bottom up.

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