

## **ABSTRAK**

### **KEPEMIMPINAN INOVATIF DALAM Mendukung PENERAPAN SERTIPIKAT TANAH ELEKTRONIK DI KANTOR PERTANAHAN KOTA BANDARLAMPUNG**

**Oleh**

**NADIA EKSA ANISA PUTRI**

Masalah layanan pertanahan konvensional, seperti proses administrasi yang lama, prosedur berbelit-belit, hingga kurangnya transparansi mendorong pemerintah mengeluarkan kebijakan penerbitan dokumen pertanahan elektronik guna meningkatkan kualitas pelayanan publik. Namun keberhasilan implementasinya tidak hanya bergantung pada kesiapan sistem dan regulasi, tetapi juga pada peran kepemimpinan yang inovatif guna mendorong adaptasi, memperkuat kolaborasi, serta menghadirkan ide kreatif agar transformasi digital berjalan optimal. Penelitian ini menggunakan pendekatan kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan studi dokumentasi. Informan penelitian terdiri atas Kepala Subbagian Tata Usaha, pegawai pelaksana, staf notaris sebagai mitra eksternal, serta masyarakat selaku pemohon. Analisis data dilakukan melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Kerangka analisis penelitian mengacu pada teori kepemimpinan inovatif menurut Somsueb et al. (2019) yang meliputi indikator visioner, kolaboratif, pengambilan risiko, dan orientasi perubahan. Hasil penelitian menunjukkan bahwa kepemimpinan inovatif di Kantor Pertanahan Kota Bandar Lampung telah diterapkan dengan baik hal tersebut tergambar dengan terpenuhinya seluruh indikator. Indikator visioner tercermin melalui visi pelayanan yang berlandaskan nilai kesetaraan. Indikator kolaboratif terlihat dari terjalinnya kerja sama antara pimpinan, pegawai, serta mitra eksternal seperti notaris/PPAT dan media RRI serta TVRI. Indikator pengambilan risiko ditunjukkan melalui pembagian tugas yang jelas dan pelaksanaan pelatihan pegawai. Sementara itu, indikator orientasi perubahan tercermin melalui adanya ruang diskusi terbuka yang mendorong munculnya inovasi layanan bagi masyarakat. Meskipun demikian, masih terdapat kendala berupa perbedaan tingkat literasi digital dan keterbatasan adaptasi sebagian masyarakat. Secara keseluruhan, kepemimpinan inovatif berperan penting dalam mendukung keberhasilan penerapan sertipikat tanah elektronik di Kantor Pertanahan Kota Bandar Lampung.

Kata kunci: Kepemimpinan Inovatif, Pelayanan Publik, Sertipikat Tanah Elektronik.

## **ABSTRAK**

### **INNOVATIVE LEADERSHIP IN SUPPORTING THE IMPLEMENTATION OF ELECTRONIC LAND CERTIFICATES AT THE BANDARLAMPUNG CITY LAND OFFICE**

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Problems with conventional land services, such as lengthy administrative processes, cumbersome procedures, and a lack of transparency, have prompted the government to issue electronic land document issuance policies to improve the quality of public services. However, successful implementation depends not only on the readiness of systems and regulations, but also on innovative leadership to encourage adaptation, strengthen collaboration, and generate creative ideas for optimal digital transformation. This study uses a qualitative approach with data collection techniques through observation interviews and documentation studies. Research informants consist of the Head of the Administration Subdivision, implementing employees, notary staff as external partners, and the community as applicants. Data analysis is carried out through the stages of data reduction, data presentation, and drawing conclusions. The research analysis framework refers to the theory of innovative leadership according to Somsueb et al. (2019) which includes visionary, collaborative, risk-taking, and change orientation indicators. The results of the study indicate that innovative leadership at the Bandar Lampung City Land Office has been implemented well, this is illustrated by the fulfillment of all indicators. The visionary indicator is reflected through a service vision based on the value of equality. The collaborative indicator is seen from the collaboration between leaders, employees, and external partners such as notaries/PPAT and RRI and TVRI media. Risk-taking indicators are demonstrated through clear division of tasks and implementation of employee training. Meanwhile, change-oriented indicators are reflected in the existence of open discussion spaces that encourage innovative services for the public. However, challenges remain, including differences in digital literacy levels and limited adaptation among some communities. Overall, innovative leadership plays a crucial role in supporting the successful implementation of electronic land certificates at the Bandar Lampung City Land Office.

Keywords: Innovative Leadership, Public Service, Electronic Land Certificate.