

Implementation of Security and Order of Regional Property by the South Sumatra Provincial Asset Management Agency

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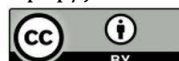
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Abstract

This article aims to explore and analyze the implementation of security and control of regional assets in South Sumatra Province and to identify the causes of the obstacles faced. The problem is focused on the many assets of the South Sumatra Provincial Government that are not managed properly, are in dispute, use assets that are not in accordance with their use, and even assets whose whereabouts are unknown. To analyze this problem, this article uses the implementation theory of Van Meter and Van Horn. Data were collected through interviews, observations, and documentation and analyzed qualitatively. This study concludes that the implementation still faces various obstacles, such as less than optimal budget support, weak proof of ownership as a result of weak administration and documentation systems, lack of responsibility from some heads of Regional Apparatus Organizations for the management of Regional Assets, and public awareness regarding the management of regional assets still needs to be improved and former officials who use goods who still want to use Regional Assets that are not in accordance with applicable regulations. To overcome this, the Regional Government of South Sumatra Province needs to... provide training or workshops to OPD heads and their staff, allocate a special budget, including building an information system for regional asset management that can help overcome the weak evidence of asset ownership by the South Sumatra Provincial Government. If these obstacles have been overcome, it is not impossible to create effective asset management.

Keywords: Implementation; Security and Order; Regional Assets; South Sumatra Province.

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INTRODUCTION

Regional property (BMD) or assets are important elements in the framework of organizing government and services for the community. Regional Property is the main facility owned by the region to support regional government operations; with the existence of Regional Property, regional development programs can be implemented. Management of Regional Property/Assets must be handled properly so that these Assets can not only be a means of development but also become capital for the Regional Government to develop its financial capabilities(Purwanto et al., 2024). However, if not managed properly, the assets will actually become a cost burden because some of the assets require maintenance costs and also decrease in value (depreciate) over time. For this reason, the South Sumatra Province has issued(Regional Regulation of South Sumatra Province Number 2 of 2018 concerning Guidelines for Management of Property Belonging to the Government of South Sumatra Province, 2018)


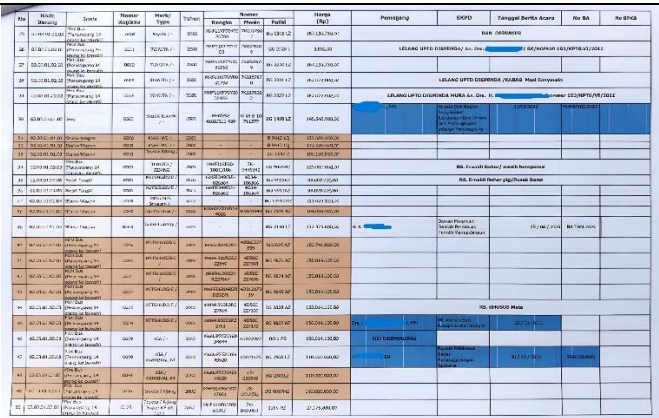
The South Sumatra Provincial Government's management of Regional Assets is carried out through the Regional Finance and Asset Management Agency (BPKAD) of the South Sumatra Provincial Government, and management of Regional Assets within the Regional Finance and Asset Management Agency, this is carried out by 1 (one) sector, namely the Regional Asset Management Sector which covers all activities of managing Regional Assets starting from planning, use, utilization, security and maintenance, assessment, transfer, destruction, deletion, administration, inventory, coaching/supervision/control to reporting (Regulation of the Governor of South Sumatra Number 26 of 2018 concerning Amendments to the Regulation of Governor Number 68 of 2016 concerning the Organizational Structure, Description of Duties and Functions of the Financial and Regional Asset management Agency of South Sumatra Province, 2018).

Regional Property has a very strategic function in the implementation of government, but in its implementation its management is full of dynamics and problems/conflicts.. There are several empirical examples of problems found in the field related to asset issues in the South Sumatra Province.

Table 1. Current conditions of assets owned by South Sumatra Province

| No | The problem | Information | Data sources (Observation and Documentation) |
|----|-------------|--|--|
| | Abandoned | There are still many abandoned assets, which reduces the value of assets. |  |
| | Dispute | The number of letters sent by parties/community to the South Sumatra Provincial Government | <p style="text-align: center;">PUTUSAN NOMOR 56/G/2021/PTUN.PLG</p> <p style="text-align: center;">DEMI KEADILAN BERDASARKAN KETUHANAN YANG MAHA ESA PENGADILAN TATA USAHA NEGARA PALEMBANG</p> <p style="text-align: center;">Memeriksa, memutus dan menyelesaikan perkara Tata Usaha Negara dalam tingkat pertama secara elektronik dengan acara biasa sebagai berikut dalam perkara antara;</p> |



| | | | |
|--|---|--|---|
| | <p>Assets controlled by the community</p> | <p>The South Sumatra Provincial Government has assets in the form of land and buildings located on Jalan Nyoman Ratu. The assets have been certified since January 17, 2014. However, currently, the assets are controlled by certain communities.</p> |  |
| | <p>Existence of unknown assets</p> | <p>Official vehicles that should be used for public services are not properly registered.</p> |  |

Source: (Processed by Researchers, 2024)

Based on these problems, it reflects weak implementation.(Regional Regulation of South Sumatra Province Number 2 of 2018 concerning Guidelines for Management of Property Belonging to the Government of South Sumatra Province, 2018), which has an impact on decreasing economic value, inefficiency, and potential state losses (Nasution & Nurwani, 2021). By exploring and analyzing the root of the problem of this study, this study aims to analyze and identify obstacles in the implementation of security and control of Regional Property in South Sumatra Province.

Research on the security and control of regional assets has also been carried out by previous studies, such as research from (Tumija et al., 2023), which aims to find out the description of the implementation of SIPD and its obstacles as well as strategies in overcoming obstacles to regional financial management in the city of Semarang. Similar things were also studied by (Vitriana et al., 2022) to determine the effectiveness of SIPD in supporting regional asset information. Furthermore, research from (Bestari & Tarigan, 2022) focuses more on the implementation of related regulations in the context of regional asset disposal systems and procedures. Then, research from (Kurama et al., 2022) tends to focus on regional asset management.

Previous studies have differences with this study. This study aims to explore and analyze the "Implementation of Security and Order of Regional Property by the Management and Asset Agency of South Sumatra Province" and to identify the causes of the obstacles faced. The exploration is guided by the theory of (Van Meter & Van Horn, 1975), consisting of six dimensions, namely policy size or objectives, resources, organizational characteristics, inter-organizational communication, disposition, and social, economic, and political environment. The theory can be applied to limit and remain focused on research objectives. The difference is the main advantage of why this research needs to be done.

RESEARCH METHODS

The type of research used in this study is qualitative research. Qualitative research is also described as an approach that continues to develop in natural settings that allows researchers to develop a high level of detail from involvement in actual experiences (Miles et al., 2014). The data collected in this study were through interviews, observations, and documentation and analyzed using interactive analysis techniques (Miles et al., 2014), namely data collection, data condensation, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

Dimensions of standards and policy targets

Policy standards and objectives are among the elements that influence how well a policy is implemented. Policy standards and objectives are needed to ensure that the policy is implemented in a manner that is in accordance with the intended rules. The establishment of Regional Regulations on Guidelines for the Management of Government Property of South Sumatra Province is an effort to overcome legal problems (legal problem solving) that arise in the management of goods/assets in South Sumatra Province. As regulated in Article 9 points g and h of Regional Regulation Number 2 of 2018 concerning security, the Head of BPKAD records Provincial Government Property and secures and maintains Provincial Government Property. Therefore, the purpose of security efforts is to create efficiency in the management of Regional Property so that it is recorded and easy to track.

The performance of policy implementation can be measured by its level of success based on the size and objectives of the policy that are realistic with the socio-culture that exists at the policy implementer level. When the size and targets of the policy are too ideal, it will be difficult to realize. In his writing (Van Meter & Van Horn, 1975) put forward to measure the performance of policy implementation, of course, it emphasizes certain standards and targets that must be achieved by policy implementers; policy performance is basically an assessment of the level of achievement of these standards and targets.

Table 2. Findings of Standard and Target Aspects in Policy Implementation

| Sub-Aspects | Indicator | Findings (+) (-) | Factor |
|---|---|--|--|
| Standards and Targets of Regional Asset Management Policy | Creating efficiency in the management of Regional Property so that government assets are recorded and maintained. | (+) The Head of BPKAD has implemented the policy in accordance with operational standards. (-) Lack of support from some Heads of OPDs in assisting with reporting and securing assets owned. | Lack of understanding of the majority of OPD Heads and their staff regarding Regional Regulation Number 2 of 2018. |

Source: (Processed by Researchers, 2024)

Based on the findings above show that the standard for managing goods/assets in South Sumatra Province based on Regional Regulation Number 2 of 2018 has not been fully implemented by the Head of Regional Apparatus Organizations. This is due to the lack of understanding of most Heads of Regional Apparatus Organizations regarding the mechanisms and operational standards in managing Regional Assets at the provincial level. Thus, in terms of standards and targets for the implementation of regional asset management, they have not been maximized (Labasido & Darwanis, 2019).

Resource dimensions

Policy resources are elements that can help implementation run more smoothly and efficiently so that everything goes according to plan. Resources consist of various items. First and foremost, human resources are machines that are tasked with implementing policies according to



direction. Second, the budget used to support security and order policies is referred to as cost resources.

a. Human Resources

Human resources are one of the factors that can also play a role in supporting the success of policy implementation. So, the expected human resources.

1) Implementer Competence

Policy implementer competencies include the ability to understand, implement, and evaluate policies that have been set by the authorities. Some of the skills needed to become a competent policy implementer include the ability to communicate well, work in a team, understand applicable laws and regulations, and have analytical skills to solve problems and make decisions. In addition, a good policy implementer must also be able to monitor and report progress in policy implementation and adjust actions if necessary. In the implementation process, the relevant human resources have not fully implemented Regional Regulation Number 2 of 2018 in Maintaining the condition and repairing all Provincial Government Property so that it is always in good and proper condition and ready to be used efficiently and effectively because human resources have minimal understanding and awareness in working according to SOP both from the head of OPD and related work unit devices.

2) Number of Implementing Resources

The success of the policy implementation process is highly dependent on the ability to utilize available resources. Humans are one of the most important resources in determining the success of policy implementation. Certain stages of the entire implementation process require sufficient human resources in accordance with the work and expertise required by the previously established policy. However, when the quantity of these resources is minimal/lacking, it is very difficult to expect the success of public policy performance.

b. Financial Resources

Financial resources also play a major role in the success of the policy implementation process.

1) Regional Property Management Policy Budget

Policy Budget is one of the factors that can support the success of policy implementation. In some policy issues, the lack of budget can affect the success of policy implementation, so the objectives of the policy are not achieved. Related to the implementation of Regional Asset Management in the South Sumatra Provincial Government, obstacles were found that hampered the achievement of policy objectives. This was emphasized by the Head of Asset Management, and it was related to the budget for the Regional Asset Management policy.

"If the budget is already there, both for planning needs, administration, and security. However, in the implementation of the budget, there are many obstacles; for example, when carrying out physical security, such as making nameplates and fencing, in the field, it takes extra manpower to do the job, especially during the cleanup. There are many extra budget needs that we cannot fulfill, which, in fact, greatly affects the success of the work. There are also other obstacles; for example, we are developing the South Sumatra Provincial Asset information system to integrate with BMD, but there is no budget".

The results of the interview above describe that the lack of budget fulfillment in the implementation of Regional Property management has an impact on the hampering of policy optimization so that standards that should have been met are not met or are not optimal.

2) Supporting Facilities and Infrastructure for Regional Property Management Policy

The availability of facilities and infrastructure is expected to support the standard operating procedures for the policy of managing Regional Assets. The Head of the Regional Asset Management Division of South Sumatra Province emphasized supporting facilities and infrastructure.

"There are many facilities and infrastructure, such as measuring instruments, cameras, servers, computers, and laptops. We already have them, but actually, we also need patrol cars and an information system that we are currently developing".

The results of the interview above describe that basic infrastructure has been fulfilled, but in order to optimize and improve the operational quality of policies, related actors still need additional infrastructure such as patrol vehicles and the development of information systems in securing regional assets in South Sumatra Province.

Table 3. Findings of Resource Aspects in Policy Implementation

| No | Sub-Aspects | Indicator | Findings (+) (-) | Factor |
|----|-------------------------------|--|--|---|
| 1 | Human Resources | Head of OPD and his staff | (-) Lack of understanding regarding Standard Operating Procedures (-) Lack of sense of responsibility from the Head of OPD towards the tasks he carries out | Lack of training and ineffective communication Lack of supervision, no direction from management |
| 2 | Budget | Standard Operating Procedure | (+) the budget for making nameplates is available (-) Security in the form of fencing of empty land is still hampered | Limited personnel and budget support |
| 3 | Facilities and infrastructure | Basic facilities and additional facilities | (+) basic facilities such as measuring instruments, cameras, servers, computers, and laptops are available (-) there is still a lack of additional facilities to improve the policy implementation process, such as patrol vehicles and regional asset information systems. | Limited policy and budget support |

Source: (Processed by Researchers, 2024)

The findings above show that the management of goods/assets in South Sumatra Province still faces obstacles in terms of resources. This is due to the lack of awareness of human resources regarding the importance of optimizing the security of regional assets. (Lahada, 2021), as well as financial resources that hinder effective implementation (Rezkiaty et al., 2024). A weak understanding of human resources will certainly have an impact on the implementation of policies that are not in accordance with regulations. In addition, the lack of financial resources to support policy implementation will also have an impact on ineffective policies. Therefore, to improve human resources' understanding of policies, the South Sumatra Provincial Government can provide routine training or workshops involving all related parties, including heads of OPDs and their staff, and the procurement of funding for policy implementation is also very crucial.

Dimensions of Organizational Characteristics

The focus of attention on the characteristics of the implementing organization includes the bureaucratic structure and the responsibilities given. The importance of this lies in the fact that the performance of policy implementation is greatly influenced by the characteristics that match the implementing agent. This is related to the policy context, where some policies require firmness and discipline from the policy implementer, while in other contexts, the existence of a democratic

and persuasive implementing agent is a must. In addition, the scope of work and the area are also important considerations in determining the policy-implementing agent.

a. Bureaucratic Structure

A bureaucratic structure is a framework of organizational unity that implements policies and has roles, responsibilities, and functions related to policy implementation. The resulting structure resembles a pyramid, with the person at the top acting as a leader in implementing a policy or program. Each member of the bureaucratic structure is subject to strict regulations regarding their activities as outlined in the current Standard Operating Procedure (SOP).



Figure 1. Bureaucratic Structure for Managing Regional Assets

Source: (Processed by Researchers, 2024)

b. Responsibilities Assumed

Each member of the organizational structure has responsibilities according to the position held. The responsibilities of actors in the management of Regional Assets policy based on their positions have various duties and functions. The Head of the Regional Finance and Asset Management Agency (BPKAD) is tasked with assisting the governor in organizing government related to the management of regional finances and assets. The Head of the Regional Asset Management Division (BMD) is responsible for preparing materials, planning, and implementing the preparation and formulation of policies in BMD management. The Head of the BMD Planning and Supervision Sub-Division has the task of preparing policy materials in the field of BMD planning and supervision, including planning needs, maintenance, supervision, order, control, monitoring, evaluation, and investigation of BMD management in the Regional Apparatus Organization (OPD). In addition, he is also tasked with coordinating with internal supervisory agencies for BMD management audits, dividing administrative tasks, and carrying out other tasks from the leadership.

The Head of the BMD Utilization Sub-Division is tasked with preparing materials for policy formulation, implementation of utilization activities, and planning for the determination of utilization, transfer, and destruction of BMD. He is also responsible for the administration of BMD utilization and transfer, making reports on implementation results, conducting BMD assessments, and carrying out other official duties. Meanwhile, the Head of the BMD Administration Sub-Division is tasked with preparing policy materials related to BMD administration, conducting reconciliation, administration, inventory, recording, and reporting of BMD through the application. Other duties include determining BMD management officials, reporting on inventory of goods and procurement results per semester, coaching and evaluating inventory, determining the status of official residences, planning the elimination of BMD, and carrying out other official duties. The following is a table of findings from organizational characteristics.

Table 4. Findings of Aspects of Organizational Characteristics in Policy Implementation

| No | Sub-Aspects | Indicator | Findings (+) (-) | Factor |
|----|------------------------------|-----------------------------|--|---|
| 1 | Bureaucratic structure | Organizational Hierarchy | (+) Involves a hierarchical structure with different levels of management, from the executive level to the operational level. | The size and complexity of public sector organizations |
| 2 | Responsibilities carried out | Clarity of roles and duties | (+) There are clear lines of authority and responsibility, with top management responsible for strategic decision-making and general management. Positions in the middle of the hierarchy are responsible for specific units or departments. At lower levels, there are operational staff and employees who carry out daily tasks. | Focus on tight control and management of organizational activities. |

Source: (Processed by Researchers, 2023)

Based on the findings above, it shows that the characteristics of the organization in managing goods/assets in South Sumatra Province already contain a bureaucratic structure and tasks that are carried out very clearly. This is very helpful for related actors in implementing public policies that have been set, in order to help the success of regional asset management (Wasilah et al., 2024).

Dimensions of inter-organizational communication

Communication between organizations and implementation activities is a way for implementing officials to convey the intent and purpose of a policy. In many programs, the implementation of a program requires support and coordination with other agencies. Communication plays an important role in the ongoing coordination of policy implementation. Support has an indirect effect on performance. Support here can mean consistent communication or delivery of information related to policies from implementing officials.

Table 5. Findings of Inter-Organizational Communication Aspects in the Implementation of Regional Asset Management Policies

| No | Sub-Aspects | Indicator | Findings (+) (-) | Factor |
|----|--|-------------------------------------|--|---|
| | Sub-Division of Planning and Supervision of Regional Assets with Internal Supervisory Agencies | Internal and external communication | (-) Internal, there are only procedures for daily operations (-) External communication is only through certain coordinators. | There is no support from regional heads in strengthening communication both internally in related fields and externally to other organizations. |

Source: (Processed by Researchers, 2024)

The findings above show that communication in managing goods/assets in South Sumatra Province is still not optimal because communication is only through certain coordinators, which



causes work to be rigid and non-transparent. Therefore, it is necessary to build effective communication between related parties to create optimal implementation (Rezkiaty et al., 2024).

Disposition dimension

The disposition of policy implementers refers to their character or nature, such as honesty, dedication, and democratic nature. If the person implementing the policy has good qualities, he will accept the implementation of the policy effectively according to the expected results. This was confirmed by the Head of the Regional Property Management Division of South Sumatra Province regarding disposition.

"Yes, because there are already regulations, and this is indeed the task of BPKAD and the OPDs, so it must be done, and the work is mostly daily routine work starting from how to plan it, administration, and time in the field too, although often the implementers in the OPDs lack a sense of responsibility for Regional Property that is in the use of the OPD."

Based on the findings show that the implementation related to the management of Regional Assets has been carried out quite well in the Regional Finance and Asset Management Agency; however, this has not been fully implemented simultaneously in other OPDs as users of Regional Assets, it has only been carried out as a routine without understanding the contents of the policy as a whole, starting from planning to the use of Regional Assets, as well as a lack of sense of responsibility for Regional Assets in the use of OPDs (Herlinda, 2023). This is in line with the ability of human resources, which do not understand, and most of this happens to the heads of OPD and their staff regarding Regional Regulation Number 2 of 2018. This finding emphasizes that the attitude of the implementers in implementing the policy of managing Regional Property has not been fully accepted.

Table 61. Findings of the Disposition Aspect of Policy Implementation

| No | Sub-Aspects | Indicator | Findings (+) (-) | Factor |
|---------------------------------|---|---------------------------|---|--|
| Attitude of policy implementers | The implementer's attitude of accepting or refusing to implement the policy | Head of OPD and his staff | (-) Policy implementers accept to implement the policy, but this acceptance is limited to carrying out routines without understanding the objectives of the policy. | Lack of concern from related implementers regarding the importance of managing regional assets |

Source: (Processed by Researchers, 2024)

Dimensions of the social, economic, and political environment

The social, political, and economic conditions of a region can influence how a policy is implemented. Pre-existing conditions can influence the behavior of policy targets. In addition to behavioral tendencies, contextual factors also influence how individuals react to the intent and purpose of the laws that are enacted. Individual actions can impact the policies that are taken.

Table 7. Findings of Social, Economic, and Political Environmental Aspects in the Implementation of Regional Property Management Policies

| No | Sub-Aspects | Indicator | Findings (+) (-) | Factor |
|----|---|---|--|--|
| 1 | Interest group activities that influence the implementation of regional management policies | Social, economic, and political conditions of asset | (-) There are still people who insist on occupying/controlling assets belonging to the Regional Government because they have claims as proof of ownership of the assets they occupy/control. | The weakness of the evidence on of ownership held by the South Sumatra Provincial Government in implementing the Security and Order of Regional Property |

Source: (Processed by Researchers, 2024)

According to (Van Meter & Van Horn, 1975) social, economic, and political conditions include environmental economic resources that can support successful policy implementation. The extent to which interest groups provide support for policy implementation, the characteristics of participants, namely supporting or rejecting, and the nature of public opinion in the environment, and whether political elites support policy implementation (Ulfah et al., 2023).

The findings above show that the implementation of the policy on managing regional property still encounters obstacles, especially in social conditions, and that there are still people who insist on occupying/controlling assets belonging to the regional government. The community still maintains regional government assets because some people have claims of proof of ownership of the assets they occupy/control. This is due to the weak proof of ownership held by the South Sumatra Provincial Government in implementing the Security and Order of Regional Property, which has led to rejection from the community, which can slow down the implementation of the policy on managing Regional Property in South Sumatra Province. Furthermore, there are still efforts by certain social/political forces who want to use Regional Property outside the procedures/provisions of applicable regulations. This is due to the perspective that assumes that everything can be arranged in such a way that they can realize their desires even by violating applicable regulations, in addition to also feeling close emotional ties with local government officials.

CONCLUSION

The implementation of the Security and Order of Regional Assets by the South Sumatra Provincial Asset Management Agency, which explored using the van meter and van horn model theories, still needs to be improved. Several inhibiting factors found in this study include the lack of understanding of most OPD Heads and their staff regarding Regional Regulation Number 2 of 2018, an understanding of HR that has not been formed comprehensively, budget support that has not been maximized, the absence of facilities and infrastructure for storing administrative files digitally and integratedly, the lack of a sense of responsibility of the Regional Apparatus Organization as a user of goods, communication between internal and external that has not been optimal, and weak proof of ownership owned by the South Sumatra Provincial Government in implementing the Security and Order of Regional Assets. Even so, the bureaucratic structure and division of responsibilities have been formed as supporting factors. For this reason, the South Sumatra Provincial Government needs to make improvements to existing obstacles, such as providing training or workshops to OPD heads and their staff, allocating a special budget, including building an information system for regional asset management that can help overcome the weak proof of asset ownership by the South Sumatra Provincial Government. If these obstacles have been overcome, it is not impossible to create effective asset management.

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