



Implementation of Asset Management Policy for the Parliament Office Area in Donggala Regency

Imam Hanafi^{*1}; Ade Irma²

¹Department of Administrative Sciences, Faculty of Administrative Sciences, Brawijaya University, Malang, Indonesia

²Department of Public Administration, Sekolah Tinggi Ilmu Administrasi Pembangunan, Palu, Indonesia

INFO ARTICLE

* Corresponding author; :
adeirmaoke6@gmail.com

Keywords:

bureaucratic structure;
communication;
disposition;
resource.

ABSTRACT

This study aims to determine the Implementation of Regional Asset Management Policies at the Office of the House of Representatives of Donggala Regency. The type of research used in this research is qualitative research, with information selection techniques carried out deliberately. Data collection methods through observation, interviews, and documentation. Data analysis methods through data reduction, data presentation, data verification or conclusion drawing. This study uses Edward III Theory. The results of the research on the Implementation of the Regional Asset Management Policy of the Donggala Regency Regional House of Representatives Office are considered quite good. The implementation of the asset management policy of the Donggala Regency Regional People's Representative Council in terms of organizational structure has gone well. This is evidenced by the implementation of policies that are consistent with existing Standard Operating Procedures or performance standards. Inventory is also carried out by collecting data and labeling. In terms of resources, policy implementation is said to be lacking. This is indicated by the lack of human resources, both quantity and skills or competencies possessed by employees. In addition, financial resources or budgets are considered quite good. This is evident through the good response from the implementing agency and the consistent implementation of the policy. In terms of disposition, the implementation of the policy has been assessed quite well, this is shown by the good response of the implementers and their consistency in implementing the policy. In terms of communication, implementation of asset management guidelines at the Donggala RPRC Office is considered quite good. Bosses and staff always coordinate. Good communication makes the implementation to be carried out clearly because the transmission factor in receiving communication can be carried out properly.



INTRODUCTION

The Minister of Home Affairs Law 108 of 2016, concerning the association and challenges of regional property, basic prisons, Government Regulation No. 23 of 2014, and Government Regulation No. 27/2014, as well as Permendagri Number: 19/2016, stipulate that all goods acquired or purchased through the Regional Revenue and Expenditure Budget or related to criminal offenses are considered regional property. Control involves systematically categorizing bills, agencies, types, item information, sub-information, and sub-object details. The property code is generated based on the corresponding property category. The control and codification of Village Deliberative Council, mandated by PP No. 27 of 2014, Article 84, Paragraph 6, regarding the management and codification of regional property, are determined by the Minister of Home Affairs after considering input from the Minister of Finance.

Donggala Regency Regional Regulation Number 09 of 2016, issued by the Donggala Regent concerning Regional Property, recognizes regional property as a vital factor in the implementation of presidential government and development. Therefore, the management of regional property needs to be systematically and regularly controlled to ensure maximum utilization and facilitate local government manipulation. For efficient administration and the prevention of criminal acts, it is essential to establish regulations and controls for the optimal utilization of regional property. Local regulations should be developed to provide a detailed framework for managing local properties. The fundamental principle of decentralization in the Unitary State of the Republic of Indonesia divides the nation into provinces, districts/cities, and villages, each possessing specific rights, authorities, resources, and responsibilities in government management (Sutoro Eko, et al., 2005: 120 in (Rosalia 2022)).

Implementation is a complicated and intricate process because it involves numerous interactions between variables and a delivery activity mechanism. The complexity of the implementation process often gives rise to various challenges. The success of the implementation process in each region is influenced by dimensions that are either inherent or involved, ultimately determining the level of success. Public policies exhibit variations across regions, making certain policies easier to implement compared to others. Extensive research on public policy implementation has been conducted, covering health services, population administration services, and social services (Putera and Koeswara 2023).

The asset barcode system is crucial for effective asset management. This system not only aims to secure regional assets under the administration of the regional government but also to prevent asset loss, dispersal, or unauthorized transfers. Safeguarding assets enables the government to organize and manage assets more efficiently. Therefore, efforts to enhance asset management and improve human resources are essential. Several challenges in regional asset management include the need for perfecting asset inventory books, loan formats, asset holder books, labeling assets, special coding of assets, and archiving asset documents. Insufficient equipment or human resources capable of managing assets through a computer system or application impact the performance of employees and members of the Donggala Regency Regional People's Representative Council (RPRC). There is also a lack of facilities and infrastructure for making reports, both in terms of a database as report material and work equipment, leading to the ineffectiveness of the process of sending asset reconciliation reports. Additionally, the absence of a designated asset storage area results in the unknown whereabouts of many items/assets (lost or scattered).

Furthermore, issues arise among Secretariat employees, leaders, and members of the Regional People's Representative Council, both active and inactive, in the management of regional assets. Assets, as supporting tools for each leader and member of the Donggala Regency Regional People's Representative Council in fulfilling their obligations and privileges, are subject to various problems: loss of regional assets without a clear reason, members using assets for personal purposes, damage to assets due to neglect, and difficulties in requesting assets held by former Donggala Regency Regional People's Representative Council leaders and contributors for the 2014-2019 period. These problems have significant impacts on the implementation of public services and



must be addressed seriously, accompanied by educational initiatives for all asset users to comprehend the scope of their usage.

METHOD

Descriptive research, as defined by Bodgan and Taylor (1982), presents statistics, circumstances, and phenomena as they are, without manipulation. It is often used in education, nutrition, and the behavioral sciences, and can take the form of surveys, observational studies, and correlational studies (Koh et al. 2000). Qualitative research, on the other hand, emphasizes the interrelationship of phenomena and the meaning behind them, and is particularly useful in health sciences research (Colorafi and Evans 2016). In the field of second language teaching and learning, both qualitative and descriptive research are used to study complex phenomena, with descriptive research focusing on describing a phenomenon and its characteristics, and qualitative research providing a deeper understanding of individual participants (Nassaji 2015). Informants for this research, representing the Regional People's Representative of Donggala Regency, are determined through the Accidental Purposive method, where individuals are selected based on positive standards defined by researchers according to research objectives. To support the responses of the research informants, interviews were conducted with key informants, specifically the Chairman and Members of the Regional People's Representative Council, along with the Secretariat Staff of the Regional House of Representatives Office of Donggala Regency.

Observation, as described by Thoha (Thoha 1989), is the activity of looking at phenomena with the aim of being observed, limiting the questions asked. It is expected that comments will complement the interview approach, facilitating a more accurate and justified explanation of the records collected through interviews. Interviews, conducted using the Unintended Purposive method, were aimed at deepening direct facts related to the implementation of previous sports and answering various reviews about the rules of destiny. Conversation guidelines were employed as tools to conduct focused and organized conversations for collecting information. Documentation, defined by Nazir (1988), is any written or filmed work prepared to observe, study an event, or archive, whether or not it was prepared for that purpose. Secondary information, besides documentation, has been obtained from various related assets, and a series of records has been completed at the Donggala Regency Regional People's Representative Council office.

The research utilizes a range of instruments, including an observation format, interview guidelines, and additional tools such as recordings and cameras, to collect and document data (Moleong 2000). These instruments are crucial in qualitative research, particularly the interview technique, which allows for a detailed understanding of beliefs, feelings, attitudes, and values (Silva et al. 2006). The data analysis process is a creative one, with the researcher exploring and reflecting on the data's meaning (LeCompte 2000). Selecting the most appropriate tool for data analysis is also important, given the unique challenges of interpreting conceptual and subjective data in qualitative research (Pope, Ziebland, and Mays 2000). The use of observational methods, where the researcher is the research instrument, is also highlighted as insightful but potentially challenging (Mays and Pope 1995). Moleong (Moleong 2000) and Efendi and Maning (in Singarimbun n.d.) both emphasize the importance of organizing and simplifying data for analysis, with Moleong specifically highlighting the role of this process in problem determination and hypothesis generation. This is further supported by Rogers (1995), who discusses the use of descriptive statistics in data analysis, and Smyth (1957), who presents a method for tabulating data to facilitate interpretation. Levine (1959) and Young (1980) underscore the significance of data organization and presentation in understanding and interpreting research findings.

RESULTS AND DISCUSSION

The role of bureaucratic structure in policy implementation is a complex and multifaceted one. Crosby (1996) emphasizes the need for effective organizational solutions to the challenges of policy change, while



Egeberg (1999) highlights the impact of bureaucratic structure on decision behavior and policy making. Hall (2000) further complicates the picture by suggesting that multiactor structures, rather than single-agency ones, are often required for effective policy implementation. Rigby (2016) brings the discussion to the practical level, noting that policies rarely dictate exactly what happens in organizations, but still shape the daily work of those involved. These perspectives collectively underscore the importance of a well-functioning bureaucratic structure in policy implementation, while also acknowledging the complexities and challenges involved.

The organizational structure should not only be based on standard operating procedures but also be supported by the budget available to carry out activities. The creation of Standard Operating Procedures (SOP) for work procedures is crucial to supporting the smooth implementation of policies. SOPs are designed to homogenize the policies to be implemented, and their implementation in the Donggala Regency Regional House is evident through policies adhering to existing SOPs or implementation standards. Inventory of goods is also conducted through data collection and labeling.

Resources are a vital factor in implementing public policy, encompassing adequate staff with the necessary skills, authority, and facilities to translate policy content into public services. Staff is the most important resource, but the number of staff does not always positively impact policy implementation. A large staff number does not automatically lead to successful implementation if government or individual staff lacks necessary knowledge. Conversely, staff shortages can cause problems, contributing to the perception of slow and inefficient public services in Indonesia due to a lack of manpower, poor resources, and unmotivated employees.

From the resource perspective, policy implementation is still lacking. This is indicated by the insufficient number and competence of human resources and the perception that budgets are inadequate to support policy implementation. Implementers have significant discretion in policy implementation. Edward in Wahab (2008) suggests that many policies fall into the "zone of ignorance." Some policies are effectively implemented due to support from implementers, while others may conflict directly with implementers' views or organizational interests, creating barriers to implementation. This tendency can hinder implementation when implementers disagree with the substance of a policy, leading to suspending its implementation to prioritize other policy objectives.

Organizational interests influence implementation, causing work units to prioritize main programs in terms of time, resources, and funds while reducing allocation for secondary programs. Implementers play a crucial role in policy implementation, making efforts to improve their tendencies important. According to Edward III in Widodo (2001), communication involves three dimensions that affect policy implementation: transmission, clarity, and consistency. The first dimension, transmission, emphasizes that before implementers execute a decision, they must be aware that a decision has been made and an order for its implementation has been issued. The clearer the communication, the higher the probability of careful understanding by the actors involved in policy implementation.

The second dimension, clarity, suggests that when policies are implemented as intended, implementers can receive clear instructions, understanding the intent, purpose, objectives, and substance of the policy. Good communication is crucial for the effective implementation of asset management policies at the Donggala Regency Regional House of Representatives Office, where coordination between bosses and staff ensures clear transmission and understanding of communication related to implementation.

CONCLUSION

Competent personnel in the field of archives are essential because there is still a shortage of experts or reliable archivists in the work environment of the Donggala Regency Regional People's Representative Council. A good recruitment system is needed to prioritize resources and personnel, an aspect often overlooked due to a lack of interest in the academic careers of employees, especially those in the archives field. Structurally, there has been progress, as evidenced by the successful application of policies, including inventorying, data collection,



and labeling. Disposition and communication are also functioning well, as demonstrated by the effective coordination between superiors and employees, ensuring clarity in implementation.

REFERENCES

- Bogdan, Robert, and Steven J. Taylor. 1982. *Inside out: The Social Meaning of Mental Retardation*. University of Toronto Press.
- Colorafi, Karen Jiggins, and Bronwynne Evans. 2016. "Qualitative Descriptive Methods in Health Science Research." *HERD: Health Environments Research & Design Journal* 9(4):16–25.
- Crosby, Benjamin L. 1996. "Policy Implementation: The Organizational Challenge." *World Development* 24(9):1403–15.
- Egeberg, Morten. 1999. "The Impact of Bureaucratic Structure on Policy Making." *Public Administration* 77(1):155–70.
- Hall, Thad E., and Laurence J. O'Toole Jr. 2000. "Structures for Policy Implementation: An Analysis of National Legislation, 1965-1966 and 1993-1994." *Administration & Society* 31(6):667–86.
- Koh, Eunsook T., Willis L. Owen, Eunsook T. Koh, and Willis L. Owen. 2000. "Descriptive Research and Qualitative Research." *Introduction to Nutrition and Health Research* 219–48.
- LeCompte, Margaret D. 2000. "Analyzing Qualitative Data." *Theory into Practice* 39(3):146–54.
- Levine, Eugene. 1959. "Interpreting Statistical Data." *The American Journal of Nursing* 230–33.
- Mays, Nicholas, and Catherine Pope. 1995. "Qualitative Research: Observational Methods in Health Care Settings." *Bmj* 311(6998):182–84.
- Moleong, Lexy J. 2000. "Metodologi Penelitian Kualitatif, Cet." *XI. Bandung: PT Remaja Rosdakarya*.
- Nassaji, Hossein. 2015. "Qualitative and Descriptive Research: Data Type versus Data Analysis." *Language Teaching Research* 19(2):129–32.
- Nazir, Moh. 1988. "Metode Penelitian." *Jakarta: Ghalia Indonesia*.
- Pope, Catherine, Sue Ziebland, and Nicholas Mays. 2000. "Analysing Qualitative Data." *Bmj* 320(7227):114–16.
- Putera, Roni Ekha, and Hendri Koeswara. 2023. "Analysis of Implementation of OSS-RBA Policy in Padang City." *Journal of Public Administration and Government* 5(2):203–18.
- Rigby, Jessica G., Sarah L. Woulfin, and Virginie März. 2016. "Understanding How Structure and Agency Influence Education Policy Implementation and Organizational Change." *American Journal of Education* 122(3):295–302.
- Rogers, B. 1995. "RES EAR C H Descriptive Analysis of Research Data." 266–67.
- Rosalia, Feni. 2022. "Implementation of Regional Decentralization To The Implementation of Autonomic Village." *Journal of Public Administration and Government* 4(2):273–79.
- Silva, Grazielle Roberta Freitas, Kátia Nêyla de Freitas Macêdo, Cristiana Brasil de Almeida Rebouças, and Ângela Maria Alves. 2006. "Interview as a Technique of Qualitative Research-a Literature Review." *Online Brazilian Journal of Nursing* 5(2).
- Singarimbun, Masri. n.d. "Effendi. 2006." *Metode Penelitian Survei*.
- Smyth, C. N., and M. N. Bainbridge. 1957. "A Method of Tabulating Data for Easy Reference and Appreciation of Significant Relationships." *British Medical Journal* 2(5045):619.
- Thoha, Miftah. 1989. *Pembinaan Organisasi: Proses Diagnosa Dan Intervensi*. Rajawali.
- Young, W. Wayne. 1980. "Interpretation of Research Data: Exploratory Data Analysis." *American Journal of Hospital Pharmacy* 37(10):1394–98.