

Exploration of Regional Asset Management in the Regional Financial and Asset Agency of Paniai Regency, Central Papua

Yudo Tri Kumoro Sapto Nugroho Damaik¹, Hasniaty², Abdul. Majid Bakri³

^{1,2,3} Fajar University, Makassar

Abstract

The aim of this research is to assess the effectiveness of asset management and provide recommendations for improvement. This research analyzes regional asset management that faces challenges related to infrastructure, resources and information systems. Management is carried out by the Regional Assets Division with a focus on needs planning, control, utilization, inventory and reporting. The research method used is qualitative, collecting data through interviews, observation and document analysis. Research findings show that the existing management system includes policy, planning and evaluation, but is still carried out manually, potentially causing accuracy problems. In addition, inaccurate data and limited personnel training hinder management effectiveness. The application of modern technologies such as asset management software, RFID, and GPS, as well as the development of digital platforms for real-time monitoring, is recommended to increase the efficiency and accountability of regional asset management.

Keywords: Regional Asset Management, Effectiveness

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✉Corresponding author:

Email Address: nitahasniaty@gmail.com

INTRODUCTION

Management asset area is factor crucial in development economic and social a area . Regional assets covers various form , start from infrastructure physique like roads and buildings , up to asset not tangible like brands and patents. Effective management from assets This potential give contribution significant to income area , service more public good , and growth sustainable economy .

Financial and Asset Agency (BKAD) at level regency own role important in planning , managing and monitoring assets area . Regency Paniai , with characteristics its unique geographic , social , and economic challenges challenge separately in management asset This . Study previously by La Saeli (2011) emphasized importance management effective assets , while Smith and Jones (2018) show that management good asset can increase income area , reduce risk finances , and improve quality service public . However , the implementation of the strategy is effective often faced with obstacles like limitations source Power people , budgets , and change fast regulation .

Management model asset based performance , as suggested by Brown and Smith (2017), emphasizes measurement continuous performance , identification risk , allocation source proper power , as well planning term sustainable length . This theory relevant for the Regency BKAD Paniai in designing management strategies appropriate assets with context local .

Regency Paniai located in Central Papua Province , with condition diverse geographical , incl mountains and rivers big , as well challenge social significant economy . Challenge geographical This

influence management strategies assets , esp in maintenance and development infrastructure . Additionally , context social economics , with resident natives are facing condition poor economy stable , demanding management strategy integrating assets dimensions development social and economic .

Context political and administrative Regency Paniai , as part from the autonomous region especially in Papua, it also has an influence effectiveness management asset area . Challenge administrative like capacity source Power limited humans and complex regulations need noticed in designing management strategies effective assets .

Study This important For understand extent of management asset areas in the Regency Paniai can optimized For support sustainable development and improvement welfare public local , with take into account condition unique geographical , social , economic , political , and administrative .

Relationship Between Variables

Study This namely " Exploration Regional Asset Management at Regency Regional Financial and Asset Agencies Paniai Central Papua" has relatedness tightly with research previously highlighted importance management asset effective area . Variable main in study this , namely " management asset area ," can analyzed more in through various theories and findings that have been revealed by research previous .

Research by Smith and Jones (2018) shows that effectiveness management asset area own significant impact to various aspect development , incl increase income area and quality service public . In context this , research they emphasized that management good asset No only increase income area through optimization use assets , but also reduce risk finance and improve quality services provided to public . Findings This relevant with condition Regency Paniai , where is management asset effective area can become key in push development area .

Apart from that , the theory put forward by Brown and Smith (2017) regarding management models based performance also plays a role important in understand management asset area . This model emphasized importance measurement sustainable performance , identification appropriate risk , and allocation source efficient power For ensure that asset area managed optimally . Application of this model in management assets in the District Paniai can help in face challenge unique challenges faced by the region such , like condition difficult geography and limitations infrastructure .

Study previously also revealed that challenge in management asset area often related with lack source Power human skills and limitations budget . Factors This often becomes inhibitor in implementation of effective management strategies . Therefore that , research This need consider aspects This in exploration management assets in the District Paniai , so you can give relevant and applicable recommendations for local Regional Financial and Asset Agencies .

Study This endeavor For deepen understanding about How management asset area can optimized in the District Paniai with consider findings and theories from study previously . With integrate concepts This is expected can found an effective strategy For manage asset area in a way more efficient , improve income area , and support development sustainable in the district Paniai .

Furthermore, this research pays attention to the concept of optimizing the use of regional assets. Untoro and Halim (2007) said that: "by implementing what is in public sector management, it is hoped that the public sector can: a. Becoming a reactive agency in dealing with dynamic and complex changing situations. b. Managing owned resources for maximum results (*managing for results*) c. Changing the orientation of the agency to become a future-oriented agency d. Making agencies adaptive and flexible, reducing complicated bureaucracy and being more transparent e. Making the agency able to meet the expectations of the community (service users).

Then, the concept of sustainability becomes an important focus in the context of regional asset management. Sustainable development and environmental management theories help

understand how regional asset management can be carried out in a sustainable manner, taking into account sustainable social, economic and environmental impacts.

No less important is the concept of transparency and accountability in managing regional assets. By paying attention to theories about good governance and business ethics, research can explore how to ensure that the use of regional assets is carried out in a transparent and accountable manner, following high ethical standards.

The following is an illustration of the research thinking framework as follows:

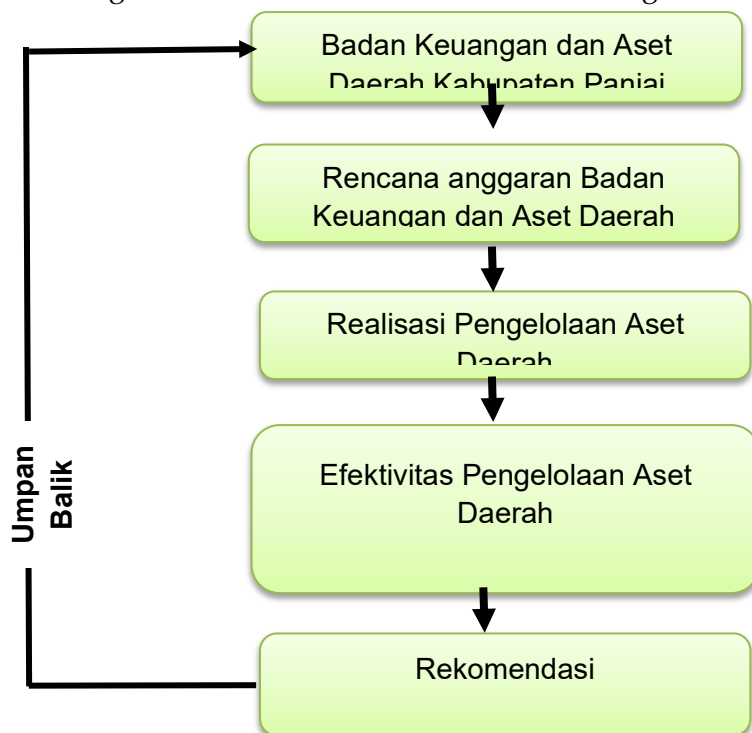


Figure 1: Framework of Thought

METHODOLOGY

The appropriate research approach to examine in more depth the management of regional assets at the Paniai Regency Regional Financial and Asset Agency is a qualitative approach. A qualitative approach will allow researchers to gain an in-depth understanding of the complexities and specific contexts in regional asset management. Methods that can be used in this qualitative approach include, Interviews with stakeholders involved in regional asset management, such as regional government officials, Regional Finance and Asset Agency staff, regional asset managers, can provide valuable insight into existing practices, challenges faced, and their views on the effectiveness of asset management. Then direct observation of regional asset management processes and practices can help in understanding how asset management is implemented in daily practice. This may involve direct observation of meetings, field activities, or decision-making processes. Analysis of documents, such as policies, regulations, financial reports and other strategic documents, can provide insight into the policy framework in regional asset management

Data Analysis Methods

Data analysis is very important in research because in data analysis the data collected in the field is organized. The data analysis used in this research uses a qualitative data analysis method which describes and analyzes the data obtained, then explains it in the form of an actual explanation.

Qualitative research usually relies on triangulation of data obtained from three methods, namely interviews, participant observation, and document *record analysis* (Marshall, & Rossman, 1999). (Fadli, 2021) The data analysis process in this research adopted the thinking of Miles and Huberman (1984). Which basically includes three activity flows after the data collection process, namely: data reduction, data presentation, and drawing conclusions. However, data analysis is not carried out partially and independently but is carried out continuously and integrated during and after the data collection process is carried out at the research location, with the following steps:

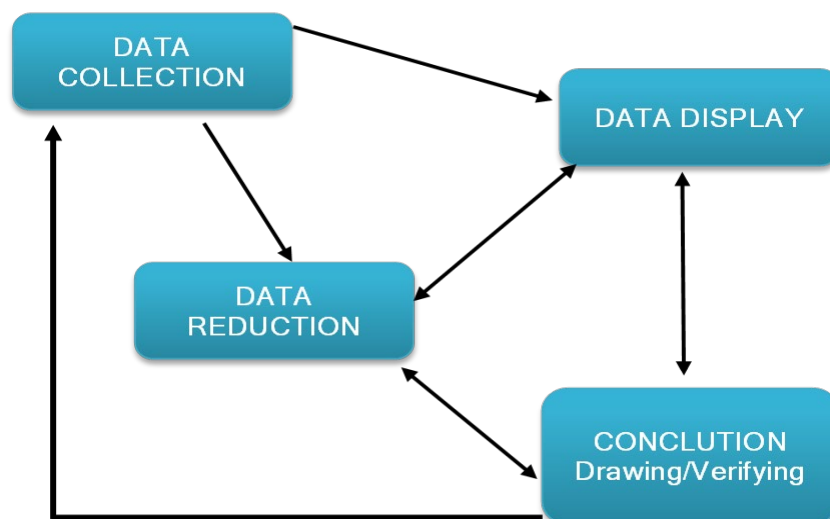


Figure 2. Components of Data Analysis (Miles and Huberman (1994))

1. Data Reduction (Data Reduction)
Data reduction, namely: simplifying abstracting, sorting and mapping (similarities and differences) in accordance with the research focus in a systematic and integral manner, and continues continuously throughout the research until a conclusion is reached.
2. Data Presentation (Data Display)
The presentation of the data in question displays various data that has been obtained as information that is simpler, selective, arranged narratively, in the form of labels and images, based on context and theories that have been built to reveal phenomena and phenomena that occur in accordance with the research focus.
3. Drawing Conclusions (Conclusions Drawing)
Drawing conclusions is an explanation of the cause and effect flow of a phenomenon and noumena that occurs. Researchers use a theoretical framework which is used as a research framework and is able to answer the problems faced.

RESULTS AND DISCUSSION

" Exploration Regional Asset Management at Regency Regional Financial and Asset Agencies Paniai Central Papua" revealed various relevant dimensions with management asset effective area . In research here , there is a number of policy main points identified by the informants from various deep levels organization , start from Head of Regional Finance and Assets Agency up to Regional Assets and Finance Manager . Policy the aim For ensure effectiveness and accountability through principle transparency , efficiency and certainty mark assets . Although There is difference focus on every level, throughout policy reflect commitment to management effective assets .

Study previously, as expressed by Hendrawan (2003), shows that management asset optimal area yet fully implemented in many area, inhibit area For utilise asset as source income. This matter emphasized importance efficiency and effectiveness management asset as well as deep understanding about potential asset area. Findings This in line with research by Susilowati et al. (2020) highlights importance implementation structured policies and supervision strict For reach effectiveness in management assets.

In terms of planning and monitoring processes, research This show exists structured effort, though there is challenge in its implementation. Identification assets held by the government area is step crucial start For avoid duplication and ensuring evaluation objective, as supported by research by Nugraha et al. (2018). Recording in the Goods Inventory Card (KIB) is also identified as element important in supervision assets, as stated by Prasetyo and Wicaksono (2019).

Challenge in management asset areas in the Regency Paniai covers non-recording orderly, administration is not in accordance regulations, as well limitations source Power man. Technical obstacles like mastery assets by parties who do not also has the right to be significant issue. Study Nurina (2014) emphasized that management finance area No only depends on potential taxes and levies, but also on management effective and efficient assets.

Coordination between institutions are also identified as necessary aspects repair. Although There is effort For increase coordination, still there is influencing gap effectiveness communication and cooperation between institution. Additionally, improvements technology recognized as factor important For modernization and efficiency in management assets. Study Hertanto et al. (2016) show that implementation technology can give impact positive on convenience management finance, incl in matter reporting finance.

Study This underline importance increase technology, customization policies, as well repair coordination between institution For overcome challenge in management asset areas in the Regency Paniai. Findings from study This in line with study previously emphasized the importance of a holistic strategy in management asset area For reach effectiveness, efficiency, and accountability.

Based on the analysis of informants' answers regarding the effectiveness of regional asset management in Paniai Regency, researchers can provide several recommendations to improve regional asset management as follows:

1. Improving the Quality of Asset Recording and Administration

Implementation of an Integrated Information System, namely developing and implementing a web-based or application-based asset management information system to facilitate asset recording, monitoring and reporting. This system must include features to identify, assess, and manage all regional assets. Apart from that, it is necessary to standardize the Recording Process, namely implementing strict recording standards and procedures to ensure that all assets are recorded precisely and accurately. Training and capacity building for staff in the field of asset recording must be carried out regularly.

Research conducted by Sari & Wardhana (2021) discusses the positive impact of implementing a web-based asset management information system in increasing efficiency and transparency in recording and reporting assets in local government. Implementation of this system allows real-time asset monitoring, which ultimately increases accuracy in asset management.

Other research, namely Rahman & Haryanto (2019), states the importance of strict asset recording standards and procedures to ensure the accuracy and reliability of financial reports. This research also emphasizes the need for regular training for staff to maintain their competency in asset recording.

Other research conducted by Setiawan & Amalia (2020) found that regular training and capacity building of staff is very important to support the implementation of an effective asset management information system. This training helps staff understand new technologies and recording procedures, ultimately improving the quality of asset management.

2. Strengthening Inter-Agency Coordination

Establishment of an inter-agency coordination team by forming a coordination team consisting of representatives from various OPDs to ensure effective communication and cooperation in asset management. This team should have a mandate to facilitate information exchange and coordination in asset planning and management. The formation of this team is also equipped with cooperation procedures and protocols, including planning, procurement, utilization and disposal of assets. This will help reduce overlap and improve asset management efficiency.

Research conducted by Sudirman and Wibowo (2018) found that strong coordination between institutions is very important to reduce overlap in asset management. By forming a coordination team consisting of various OPDs, the City of Surabaya is able to increase efficiency in planning, procurement and utilization of regional assets. The results of this research show that the existence of a structured coordination mechanism can overcome many problems in asset management previously faced by local governments.

Anggraini and Kusuma (2019) found that the role of the coordination team was in ensuring effective collaboration between OPDs in asset management in West Java. By having a structured team, the province has succeeded in improving communication and collaboration between institutions, which ultimately improves the quality of asset management and reduces errors in recording and reporting assets.

Other research conducted by Setyaningsih and Purnomo (2020) shows that the implementation of clear coordination procedures between OPDs greatly influences the effectiveness of asset management in the City of Yogyakarta. The coordination team formed helps in handling procurement and asset write-off issues, thereby reducing the risk of overlap and increasing transparency in asset management

3. Strengthening Policies and Regulations .

Conduct an in-depth review of existing asset management policies and regulations. Revisions must be made to ensure the policy is relevant and in line with the latest developments. Apart from reviewing regulations, there is also increased socialization and understanding of regulations, to ensure that all relevant officials and staff understand regional asset management regulations and procedures.

4. Increasing Human Resources (HR)

Increasing human resources in the form of training and capacity development, this can be achieved by holding regular training programs to increase staff competency in asset management, including understanding regulations, use of technology and best practices in asset management. The better the public accountability of a region is supported by quality human resources, the more effective the management of regional assets will be Pekei et al. (2014). And no less important is that in recruiting staff placed in asset management positions have the appropriate qualifications and skills.

5. Increased Supervision and Internal Audit.

Improving audit quality by increasing the frequency of internal audits of asset management to ensure compliance with regulations and policies. This audit should also include physical verification of assets to ensure data integrity. Implement necessary corrective actions

based on audit findings. Strict sanctions must be given for violations found, to enforce discipline and compliance.

This research is in line with research conducted by Nugroho & Santoso (2019) which found that the importance of internal audits in regional asset management, where increasing the frequency of audits and physical verification of assets was proven to increase compliance with regulations. The results show that more frequent and focused audits on critical aspects, such as physical verification, help identify problems earlier and enable timely implementation of corrective actions. Other research conducted by Hidayat & Wardani (2020) found that improved internal audits, both in frequency and coverage, have a significant impact on compliance in regional asset management. This research also underscores the importance of rapid corrective action based on audit findings as well as the application of sanctions for violations to strengthen discipline and accountability.

6. Development of modern technology and innovation .

The local government, in this case Paniai Regency, allocates a budget for investment in modern technology that can assist in asset management, such as the use of asset management software, RFID (*Radio Frequency Identification*) technology for asset tracking, and GPS systems for official vehicles. There is also a need to develop a digital platform that can be accessed by all OPDs to monitor asset status in real-time, submit procurement needs, and report asset conditions. Research conducted by Putra & Kurniawan (2019) shows that the use of RFID technology in managing regional government assets provides significant benefits in tracking and managing assets. RFID enables automatic identification and tracking of assets, which reduces manual errors and increases efficiency in asset monitoring.

Suryadi & Wicaksono (2021) found that the development of a digital platform that can be accessed by various OPDs is very effective in facilitating real-time asset monitoring and coordination between institutions. This platform enables more integrated asset management, which ultimately increases efficiency and accuracy in managing government assets.

It is hoped that the implementation of these recommendations can overcome various challenges faced in regional asset management and increase effectiveness, efficiency and accountability in asset management in Paniai Regency. Widodo in Suranto (2007) explains that effectiveness means being able to complete the tasks assigned and can be said to be effective if it can achieve the goals and objectives of the organization.

CONCLUSION

Based on the results of the research and studies described previously, it can be concluded as follows:

1. Management of regional assets in Paniai Regency is managed by the Regional Assets Division under the Secretary of the Regional Finance and Assets Agency. Main tasks include demand planning, control, utilization, inventory and asset reporting. Three subareas – Planning, Control and Utilization, and Inventory and Reporting – govern asset use, maintenance, and data collection. All activities are reported for policy and asset management information system improvements.
2. The regional asset management system in Paniai Regency includes policy, planning, control, utilization, inventory and reporting. The Regional Assets Division collects and analyzes data, manages asset use and maintenance, and carries out inventory and reporting. Coordination with SKPD and policy monitoring ensures compliance. Evaluation and reporting assess management effectiveness, aim to ensure efficiency and accountability, and support the public interest
3. Planning for regional goods needs involves monitoring the duties and functions of SKPD as well as the availability of existing goods, with reference to goods standards, needs and prices. This process includes planning for procurement, maintenance, utilization, transfer and disposal of

goods. Budget and realization data shows fluctuations in budget realization from year to year, with significant challenges in 2021 and 2022. However, achieving full efficiency in 2023 shows improvements in budget management. Improvements in budget management and better realization and implementation from year to year are important to ensure optimal budget use and high accountability in managing regional assets.

4. Management of the Paniai Regency regional asset inventory system is not yet optimal, it is still manual without an asset management information system, which has the potential to cause accuracy and efficiency problems. The implementation of information systems is expected to increase transparency and accountability.
5. Maintenance and management of regional assets, namely inventory, preventive and corrective maintenance planning, and activity documentation. Monitoring and evaluation ensure effectiveness, while reporting and accountability provide transparency and regulatory compliance. This process supports the optimization of long-term asset functions and benefits.
6. Implementation of asset audits in Paniai Regency faces challenges such as limited infrastructure, inaccurate manual data, and lack of personnel training. To increase audit effectiveness, it is necessary to strengthen infrastructure and information systems, train personnel, evaluate management procedures, and ensure transparency and follow-up on audit findings. Implementation of these recommendations will increase the efficiency and accountability of regional asset management.

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