



# Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property

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## ABSTRACT

This research aims to find out and understand the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency. The type of research carried out was descriptive-qualitative. Informants are determined using purposive techniques. Researchers select informants according to certain predetermined criteria. Data collection techniques in this research used observation, interviews, and documentation studies. The data analysis technique in this research was carried out using four data analysis steps, namely data collection, data reduction, data presentation, and drawing conclusions. Based on the description of the results and research, it can be concluded that regional asset management must be carried out optimally by paying attention to the principles of efficiency, effectiveness, transparency, and public accountability. Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property in South Solok Regency faces a number of obstacles, especially in terms of communication and availability of resources. Lack of communication can hinder coordination between agencies, while limited resources, including facilities and infrastructure, can reduce the effectiveness of asset management. In an effort to overcome obstacles to implementing Regional Regulation Number 7 of 2018 concerning the management of regional property, the Regional Secretariat of South Solok Regency has taken strategic steps. Among them is increasing the frequency and effectiveness of communication through regular meetings between units and clarifying the flow of communication. Other efforts made include optimizing resources by considering additional recruitment, providing relevant training for staff, and investing in technology to support regional asset management.

## 1. Introduction

Policy implementation is one stage of the public policy cycle that is continuous with other processes in achieving the objectives of a policy (Birkland, 2019; Mason & Brown, 2013). Policy implementation can be understood as the application of policies made to the community to solve problems and become a social intervention (Slade et al., 2014; Vezzoli et al., 2015). Policy implementation can also be seen as the process

by which policy plans are transformed into actual actions (Grindle, 2017). This is in accordance with the opinion of Howlett and Ramesh (2006), who state that policy implementation is a process where the implementation of a policy is related to the plans made.

Public policy, in the form of applicable laws and regulations, regulates every aspect of national and state life (Abramovitz, 2017; Howlett, 2019). State property is an aspect that

requires legal government action through public policy (Abdmouleh et al., 2015; McDowall et al., 2017). This is due to the dangerous nature of the BMN issue and the lack of clear boundaries. Apart from that, BMN has a close relationship with state assets and ownership. BMN can also refer to assets, facilities, and infrastructure that enable policy implementers and bureaucrats to carry out their duties and obligations. Thus, BMN must be handled and regulated effectively and responsibly to prevent losses that can hamper bureaucratic procedures and activities, which will have a broad impact on community activities.

In the Minister of Home Affairs Regulation Number 54 of 2010 concerning Technical Guidelines for Management of State and Regional Property, inventory is defined as collecting, recording, and reporting the results of data collection on goods. A thorough and accurate inventory must be conducted to meet these standards. Bafadal (2004) states that inventory is the systematic recording and preparation of a list of state-owned goods in accordance with applicable laws, regulations, or guidelines. Therefore, product inventory is one of the most important tasks that a government or commercial institution must undertake. With a complete and accurate inventory, all equipment and facilities required by the relevant agency can be immediately identified.

Goods inventory is a collection of goods data and manages goods inventory data controlled by an organization (Fullerton et al., 2013; D. Singh & Verma, 2018; Wang et al., 2016). However, its existence has not been studied in detail. Thus, the inventory location is not easily visible. Meanwhile, if the company's inventory is handled effectively, it will provide significant benefits. It is very important to have a fast and accurate computerized system so that inventory reports can run correctly and without difficulty. In general, making inventory reports is sometimes still done manually. Using an automated approach to generate inventory reports will make it easier for merchandise asset managers to complete the inventory reporting process, which is considered time-consuming (Atnafu & Balda, 2018; Srinivasan & Swink, 2018; Wang et al., 2016). With this computerized system, it is hoped that asset reporting will be

more accurate. An efficient computer system makes it possible to make reports quickly, precisely, and accurately, especially inventory reports.

According to Astari (2013), when an organization adopts the concept of organized inventory, the organization's operations will also function effectively. We know that government and private organizations depend on information and communications technology for their management tasks. Optimal use of information and communication technology in a series of operational activities of an agency will have a significant impact on the performance of that agency. The greater an organization uses existing information technology, the more effectively its goals will be achieved.

The South Solok Regency Regional Secretariat is a government agency that, to carry out its duties and responsibilities and achieve its goals, requires an inventory of state property and wealth. In Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency, inventory is defined as collecting, recording, and reporting data on regional property. State property or wealth requires recording, coding, and reporting of goods to determine the number of goods, adding new interests, and reporting mutations or deletions. Commodity inventories must be managed properly so that they can be utilized as well as possible. Optimal administration of goods is carried out so that everything is efficient and effective for every employee. Regional property must be managed in an orderly, accountable, and transparent manner that prioritizes good governance to be optimally utilized in supporting government administration, development, and community services. Then appropriate instruments are needed to manage regional assets in a professional, transparent, accountable, efficient, and effective manner, starting with planning, leadership, utilization, and supervision (Mardiasmo, 2021).

Monitoring at the South Solok Regency Regional Secretariat shows that manual data collection is still a common problem. This causes data duplication, so that recording product data

becomes inaccurate and inefficient. There is no comparison between the current workforce of the Department of Equipment and State Property Management and the arduous tasks it must fulfill. The Equipment and State Property Management Section must continue to manage machines and equipment properly. Apart from the quite large number of objects that must be controlled by the State Property Equipment and Management Section, apart from land assets, irrigation, buildings and structures, roads and bridges, etc. BMN which are categorized as movable fixed assets, are often moved and borrowed from one room to another without regular recording and transfer by making minutes of handover of production results. As a result, there are problems when reporting commodities because the location of goods varies from one room to another. The impact of this problem is that the room inventory list continues to change, and there is a need for BMN management to identify or look for the moving items to be recorded and re-registered. This problem will have an impact on management, especially in inventory, which is not ideal, effective, or efficient. In addition, entering and reporting inventory items is still done manually, resulting in inaccuracies and duplication of data.

The function and existence of this inventory are very important because, without it, the office activity cycle can be disrupted. This will have an impact on work, resulting in administrative processes that are not optimal. Because of the importance of inventory, an office must manage its inventory items regularly and periodically for the benefit of inventory data and information owned by the office. Certain facilities and infrastructure are very important so that operational operations can run smoothly, effectively, and efficiently by planning, purchasing, recording, and reporting logistics or goods to support the effectiveness and efficiency of organizational goals (Sumarto & Rumsari, 2004).

For state property at the Regional Secretariat of South Solok Regency, there is an ongoing inventory data processing process at the General and Supplies Bureau Office, which is not yet running effectively because, with the large number of items and only recording in interest collection recaps, it will be very time-consuming,

especially when making reports. Another problem is the existence of assets or goods moving around the area. Due to poor communication, there is a lack of coordination. As a result, the Semester User Proxy Report (LBKPS) and Annual User Proxy Report (LBKPT) were never submitted, thus affecting asset and goods data at the South Solok Regency Regional Secretariat Office.

Ideally, every organization must pay attention to the implementation of inventory and commodity management to prevent the waste of state property and wealth (Jawad et al., 2016). The importance of managing fixed assets (state property) makes a significant contribution to the implementation of administrative activities in an office. Offices have many fixed investments (state property), which must be managed well, meaning these assets must be maintained so that they remain usable and profitable, and in their implementation, they must have experience in the office sector. These concerns provide context for the author's investigation into the implementation of a series of inventory-related operations.

## 2. Literature Review

### Implementation

Etymologically, implementation comes from English, namely, to implement. Grindle (2017) believes that implementation refers to actions to achieve the goals set in a decision. This action seeks to process these decisions into operational patterns and tries to achieve large or small changes as previously decided. Implementation is essentially an effort to understand what should happen after the program is implemented. In line with Vedung (2017) said that implementation concerns various activities directed at program realization.

In line with Damschroder & Lowery (2013), who believes that implementation concerns the extent to which the programmed direction is truly satisfactory. Meanwhile, according to Cane et al. (2012), implementation basis refers to the actions taken to achieve the goals outlined in a decision. According to Bowen et al., (2009), implementing programs designed to meet organizational goals is a process. According to Birkland (2019), implementation is

one of the stages of a country's public policy process. Usually, implementation occurs after policy formulation with certain short, medium and long-term goals (Loorbach, 2010; R. K. Singh et al., 2008; Wu & Pagell, 2011). Meanwhile, Goold & Campbell (2002) "briefly stated in a more readily available form of research that implementation determines whether an organization can unite the number of people and materials in an organizational unit cohesively and encourages them to look for ways to achieve the organizational goals that have been set. Meanwhile, according to Goold & Campbell (2002), the definition of implementation explains that implementation is the process by which an organization achieves its goals.

According to Durlak & Dupre (2008), implementation is the process of applying a new concept, program, or series of actions to achieve or anticipate change for other individuals. Meanwhile, according to Lindell & Perry (2012), implementation refers to the actions taken to realize the desired results of a decision. According to Knight (2006), implementation is the operationalization of many activities to achieve certain goals. It touches all levels of management, from the highest employees to the lowest. According to Grindle (2017), implementation is a generic administrative procedure that can be analyzed at a specific program level. Meanwhile, Wilhite et al., (2014) defines implementation as actions taken by individuals, officials, the government, or private bodies to achieve stated policy goals.

Based on the various perspectives above, it appears that the concept of implementation is a process related to policies and programs that will be implemented by an organization or institution, especially bodies related to a government agency, which includes facilities and infrastructure to support the programs that will be implemented.

### **Policy Implementation**

Dunn (2015) terms implementation more specifically, calling it policy implementation. According to him, policy implementation is the implementation of controlling policy actions within a certain period of time. According to Tachjan (2008), the function and purpose of implementation is to form a relationship that

allows the goals or objectives of public (political) policy to be realized as the "outcome" (final result) of activities carried out by the government. Implementation can be referred to as a policy delivery system. The intent is to be a policy-forwarding and delivery system. As a system, it consists of elements and activities that are directed towards achieving the desired goals and objectives.

According to Grindle (2017), policy implementation not only turns political decisions into routine procedures through bureaucratic channels but also issues conflict and decisions about who accepts what regarding a policy. According to Hjer & Porter (2014), policy implementation is seen as a process of administrative and political action. Apart from that, according to Driessen et al., (2012), policy implementation or application is associated with efforts to achieve predetermined policy goals. Then, according to Dales (2002), policy implementation is significant, perhaps even more important than policy formulation. If policies cannot be implemented, they will simply remain aspirational or well-thought-out ideas.

According to Nugroho (2017), policy implementation is, in principle, a way for a policy to achieve its objectives. According to him, in principle, there are two steps to implementing a policy, namely implementation in the form of a program or through the formulation of a derivative policy or a derivative of a public policy. According to Edward III in Mulyadi (2016), without effective implementation, policymakers' decisions will not be successfully implemented. Policy implementation is an activity that is visible after a valid directive is issued from a policy, which includes efforts to manage input to produce output or outcomes for society.

### **Management of State/Regional Property**

In order to realize efficient and effective management of regional assets and create transparency in regional asset management policies, regional governments need to have or develop a comprehensive and reliable management information system as a tool for producing accountability reports. Apart from that, this information system can be used as a basis for making decisions regarding the need for

goods and estimating development expenditure (capital) needs in preparing the APBD, and to obtain adequate regional asset management information, an adequate basis for asset wealth management is also needed, according to Sholeh and Rochmansjah (2010) in simple terms, management of regional assets/goods includes: (1) proper planning, (2) efficient and effective implementation and (3) supervision (monitoring).

According to Minister of Home Affairs Regulation Number 19 of 2016 concerning Management of Regional Property, the definition of assets is economic resources controlled and/or owned by the government as a result of past events and from which future economic and/or social benefits are expected to be obtained, either by the government or society, and can be measured in monetary terms, including non-financial resources required to provide services to the general public and resources maintained for historical and cultural reasons. As in the Big Indonesian Dictionary, an asset is something that has exchange value, or capital wealth (Sudaryanto, 2020).

System comes from Latin (*systema*) and Greek (*systema*) and is a unit consisting of components or elements that are connected together to facilitate the flow of information, material, or energy. This term is often used to describe a set of interacting entities around which a mathematical model can often be created. According to experts, the definition of a system is "a network of procedures that are interconnected and gathered together to carry out an activity or to complete a certain target." (Jogiyanto, 2010). A system is also a unity of interconnected and related parts that are in an area and have driving items, a common example is a country. The state is a collection of several other unitary elements, such as provinces, which are interconnected to form a state where the driving force is the people.

From the definition above, it can be concluded that a system is an element that is interrelated and influences each other in carrying out joint activities to achieve certain goals, while a procedure is a sequence of clerical activities, usually involving several people in one or more departments, that are created to ensure uniform

handling of transactions. companies that happen over and over again. A system usually consists of several procedures, where the procedures are interrelated and influence each other. As a result, if there is a change in one procedure, it will affect other procedures."

### 3. Methods

According to Sugiyono (2016), in general, research methods are defined as scientific ways to obtain data with specific purposes and uses. The method used in the research entitled Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency is a descriptive qualitative research method. According to Moleong (2016), qualitative research methods are research that intends to understand phenomena about what is experienced by research subjects, such as behavior, perceptions, motivations, actions, etc., holistically and in a descriptive manner in the form of words and language, in a special natural context by utilizing various scientific methods. Meanwhile, Bog and Taylor in Moleong (2016) define qualitative research methodology as a research procedure that produces descriptive data in the form of words or speech from people and observed behavior.

This research is entitled Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency. In order for the research to be more structured and systematic, the scope of the research is focused on the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency. Location selection is very important in order to account for the data taken. In this research, the location taken was the Regional Secretariat of South Solok Regency. The reason why the researcher chose this location was that the researcher wanted to know the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency.

Qualitative research does not depend on the number of informants but can depend on the selection of key informants and the complexity of the diversity of social phenomena being studied (Johnson et al., 2007; Krause et al., 2018). Thus, informants are determined using purposive techniques. Researchers select informants according to certain predetermined criteria. These criteria must be appropriate to the researcher's topic. Those selected must also be considered credible to answer the research problem. However, in future research, it is possible that researchers will also use the snowball technique adapted to the conditions or situations in the field. The observation method used in research regarding the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency, namely using the non-participant observation method. In this case, the researcher comes to the research location but is not involved in the activities carried out by the research subjects. This means that the researcher only made observations regarding how to implement Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency.

The interview method used in this research is an in-depth interview, where the researcher deliberately conducted interviews with informants and did not participate in participant observation. Researchers can come multiple times to conduct interviews, the nature of in-depth interviews is guided by questions in the interview guide. The goal is to obtain clear, concrete, and more in-depth data. Basically, this method is an attempt to dig up deeper information from a study from relevant sources in the form of opinions, impressions, experiences, thoughts, and so on related to the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regency Regional Secretariat. South Solok. The use of documentation methods in research regarding the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency is

used as supporting data related to research problems. The existence of supporting data is intended to strengthen arguments based on primary data obtained from observations and interviews conducted by previous researchers.

In research regarding the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency, researchers used data analysis techniques according to Miles & Huberman. The data analysis technique in this research was carried out using four data analysis steps, namely data collection, data reduction, data presentation, and drawing conclusions. This is a tool that researchers use to make it simpler for them to analyze data from field research findings and draw conclusions about the research they conducted.

#### 4. Result

##### **Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency**

Regional asset management is regulated in Government Regulation Number 28 of 2020 concerning Amendments to Government Regulation Number 27 of 2014 concerning Management of Regional Property. In Regional Regulation Number 7 of 2018, there are several steps that must be implemented in managing regional assets at the Regional Secretariat of South Solok Regency, including planning and budgeting, procurement, use, security and maintenance, assessment, deletion, transfer, administration, guidance, supervision, and control.

Based on observations, researchers see that the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency begins with the process of planning needs and budgeting regional assets. The Regional Secretariat of South Solok Regency has carried out the regional needs planning and asset budgeting process well, according to interviews with Mr. IA, Mr. AM, and Mr. NM as stakeholders regarding the implementation of

Regional Regulation Number 7 of 2018. The Regional Secretariat of South Solok Regency's needs planning and budgeting process has produced precise and comprehensive results. However, to improve regional asset management more effectively and efficiently, better administrative arrangements need to be made. Better administrative arrangements will help increase effectiveness and efficiency in regional asset management.

The next step is to procure regional assets based on established needs and procedures. This process is an important stage in regional asset management because it involves a vendor selection process that is transparent and has integrity. A transparent procurement process will ensure that the assets acquired meet quality criteria and competitive prices. To achieve optimal regional asset management, it is necessary to procure regional assets according to established needs and procedures. The stage of regional asset use is an important part of effective and efficient asset management. At this stage, regional assets that have been provided must be utilized as well as possible to serve community needs and services. Additionally, for the use of regional assets to be structured and orderly, it is necessary to adhere to the established rules. At the stage of using regional assets, it is important to implement the principles of effectiveness and efficiency in using assets to optimize the benefits obtained.

Based on interviews with Mr. IA, Mr. NM, and Mr. AM, it can be concluded that at the stage of using regional assets, the principles of effectiveness, efficiency, transparency, and public accountability are very important. This aims to provide optimal service to the community and build trust in local government. For this reason, there is a need for good management in the use of regional assets. However, if regional assets are not used optimally, this will result in the ineffectiveness of government activities and the failure to achieve good government goals.

Securing and maintaining regional assets is also an effort to prevent loss or damage that could occur to regional assets. The strategic targets to be achieved in the security and maintenance stage of regional assets include

maintaining the sustainability and quality of assets, preventing damage or loss of assets, and supporting the achievement of effective and efficient use of assets. Apart from that, securing and maintaining regional assets can also increase asset value in the long term. In managing regional assets, it is not only important to optimize the use of assets based on the principle of effectiveness, but it is also important to pay attention to aspects of security and maintenance.

Based on interviews with Ms. YR and Mr. AT, it can be concluded that securing and maintaining regional assets is an important effort to prevent loss or damage that could occur to regional assets. In the context of regional asset management, security, and maintenance have a crucial role. Physical and legal security for regional assets is intended to safeguard assets from potential theft, damage, disputes, lawsuits, or illegal transfers of ownership. Supervision and control over the use and transfer of assets is also a challenge that must be addressed effectively to ensure assets are maintained and used properly.

The next stage in implementing regional asset management is assessment. The valuation of regional assets or goods is the main focus of managing regional assets. This assessment aims to provide accurate and transparent information about the value of regional assets to the DPRD and also to the public. For this reason, an objective and professional assessment methodology is needed. The assessment is carried out by a team or party that has competence and expertise in the field of asset assessment. Based on interviews with Mr. IA, a member of the DPRD, and Mr. AY, the regional asset assessment was carried out by a team of independent appraisal experts who used predetermined methods and criteria to determine asset value objectively. Apart from that, the results of the asset assessment must also be submitted to the DPRD and the public as a form of accountability for managing regional assets. Regional asset assessments are carried out to provide accurate and transparent information regarding the value of regional assets to the public, thereby ensuring that regional asset management is by regulations and their actual value.

The elimination of regional assets is the final stage in managing regional assets. The elimination of regional assets must be carried out using clear procedures and regulations. Procedures for deleting regional assets include determining asset status, submitting proposals, evaluation and approval by the competent authorities, implementing delisting actions, and related administrative processing. Elimination aims to eliminate assets that are no longer productive or no longer contribute to regional government activities. Removal of regional assets can also be carried out if there is damage that cannot be repaired or if the assets are no longer relevant to the needs and goals of the organization. The removal of regional assets must be carried out carefully and transparently, following specified procedures to avoid misuse or violations of the law.

Based on interviews with Mr. IA, Mr. AY, and the Regional Asset Evaluation Team, it can be concluded that the elimination of regional assets is an important action in effective and efficient management. Not only will this reduce operational burdens and optimize resource use, but it will also prevent the buildup of unused assets. Moreover, regional asset write-off procedures that are transparent, accountable, and involve various related parties can increase integrity, fairness, and public trust in regional governments.

### **Obstacles in Implementing Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency**

In implementing Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency, several obstacles need to be faced. This research will describe the obstacles in implementing Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency using Edward III's theory, which can strengthen understanding of the obstacles that may arise in implementing these regulations. One of the obstacles to implementing Regional Regulation Number 7 of

2018 concerning the Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency is the lack of effective communication between the various parties involved in managing regional assets. Ineffective communication can hinder the flow of information that is important in managing regional assets. This can cause ambiguity in the duties and responsibilities of each party, as well as errors in coordination and collaboration. In addition, a lack of effective communication can also affect shared understanding of regional asset management policies and objectives, thereby hindering the smooth implementation of regulations.

Based on interviews with Mr. IA, Mr. AM, and Mr. NM, it can be concluded that effective communication is needed in managing regional assets. Effective communication between the various parties involved in regional asset management is very important to ensure good understanding and coordination so that regional asset management can be carried out effectively and the objectives of the policy can be achieved. Resources for implementing Regional Regulation Number 7 of 2018 concerning the management of regional property are very important. In implementing regional asset management policies, adequate human resources, adequate facilities, and adequate infrastructure are required. Adequate human resources include regional asset inventory teams, regional asset evaluation teams, and other related parties. In managing regional assets, the existence of adequate human resources is very important in achieving effective asset management. The obstacle that arises in managing regional assets is the lack of adequate human resources. In this case, the minimal number of human resources hinders the regional asset management process from achieving its effectiveness.

Based on interviews with Mr. IA and Mr. AY, it can be concluded that the existence of adequate human resources is a key factor in effective regional asset management. Adequate human resources are very important in achieving effective regional asset management. Resources are not just humans but also include adequate facilities and infrastructure to carry out regional asset management policies. Adequate facilities



and infrastructure, such as modern technology and equipment, also have an important role in increasing the effectiveness of regional asset management. Based on observations, researchers found that the facilities and infrastructure for implementing regional asset management at the Regional Secretariat of South Solok Regency were inadequate. In this case, the lack of adequate facilities and infrastructure can be an obstacle to carrying out inventory, evaluation, and supervision of regional assets. Researchers found a lack of facilities and infrastructure consisting of computer equipment and integrated information systems.

#### **South Solok Regency Regional Secretariat's efforts to overcome obstacles in implementing Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the South Solok Regency Regional Secretariat**

Based on the obstacles that have been identified, the Regional Secretariat of South Solok Regency needs to take steps to overcome this situation. According to previous findings, obstacles to managing regional assets include, among other things, communication and a lack of resources. To overcome communication barriers, the Regional Secretariat needs to improve coordination and collaboration between various parties involved in managing regional assets. Steps that can be taken include holding regular meetings between relevant units in the Regional Secretariat, improving clear and open communication channels, and increasing training and development of effective communication for staff involved in managing regional assets.

Based on interviews with Mr. IA and Mr. AM, concrete steps are needed to overcome managerial weaknesses and the absence of asset optimization strategies in regional asset management. To overcome managerial weaknesses, steps need to be taken, such as increasing coordination and collaboration between the various parties involved, forming cross-sector coordination teams, improving communication flows, and increasing training and development of the human resources involved. Based on interviews with Mr. IA, Mr. AM, Mrs. YR, and Mr. NM, it can be concluded

that to overcome managerial weaknesses and the absence of asset optimization strategies in regional asset management, steps that need to be taken include increasing coordination and collaboration between the various parties involved. , establishing a cross-sector coordination team, improving communication flows, increasing training and human resource development, and using more sophisticated communication technology. To improve communication and collaboration between related units, it is necessary to hold regular meetings and use more sophisticated communication technology. This will create a good communication flow, information can be accessed easily, and collaboration between related parties can run more effectively.

## **5. Discussion**

### **Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency**

Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency is important in increasing the efficiency and transparency of regional asset management. Regional Regulation Number 7 of 2018 provides clear and structured guidelines regarding the control of regional assets. Regional asset management is regulated in Government Regulation Number 28 of 2020 concerning Amendments to Government Regulation Number 27 of 2014 concerning the Management of Regional Property. In Regional Regulation Number 7 of 2018, several steps must be implemented in managing regional assets at the Regional Secretariat of South Solok Regency, including needs planning and budgeting, procurement, use, security and maintenance, assessment, deletion, transfer, administration, guidance, supervision, and control. At the South Solok Regency Blood Secretariat, in implementing regional asset management, it has followed the procedures stipulated by certain regulations. In addition, regional asset management must be carried out in a transparent, effective, efficient, and accountable manner as a form of regional government

responsibility to the DPRD and the community. For this reason, regional asset management must involve various related parties, such as the Regional Asset Inventory Team, the Regional Asset Evaluation Team, and other authorized parties, to participate in the management of these assets. Moreover, implementing asset optimization strategies is very important to maximize the value and benefits of regional assets.

The results of this research are in line with previous research, which found that regional asset management carried out optimally by paying attention to the principles of efficiency, effectiveness, transparency, and public accountability has a positive impact on the orderly administration of regional assets, efficiency, and effectiveness in the use of regional assets, safeguarding regional assets, and availability of accurate and up-to-date information regarding regional assets (Wicaksana et al., 2021). Subsequent research also found that optimal management and utilization of regional assets can trigger regional economic growth (Santoso et al., 2021). In the context of implementation, the Regional Secretariat of South Solok Regency received the mandate to implement regional regulations regarding the management of regional property. This is not an easy task, considering the importance of regional assets in supporting government activities and public services. South Solok Regency is an autonomous region that has the authority to manage regional assets. This means the need for a good asset management system is essential to supporting local government operations and public services. Regional asset management policies are not only important from an administrative perspective but also from a financial perspective. Well-managed assets can support regional income, while poorly managed assets can cause losses. The people of South Solok Regency, as the main stakeholders, have the right to receive maximum public services. Regional assets play an important role in supporting this service.

So, it can be concluded that regional asset management must be carried out optimally by paying attention to the principles of efficiency, effectiveness, transparency, and public accountability. In this way, orderly

administration of regional assets, efficiency and effectiveness in the use of regional assets, security of regional assets, and the availability of accurate data and information regarding the existence of assets will be created. Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency is an essential step in optimizing regional asset management. This regulation provides structured and clear direction, covering various aspects from needs planning to supervision. Compliance with this regulation shows the responsibility and transparency of local governments in managing assets for the benefit of the community. Efficiency, effectiveness, transparency, and accountability in regional asset management have been proven to have a positive impact on administrative order, efficient use of assets, security of assets, and the availability of accurate information about assets. This is in line with previous research findings. Apart from that, optimal asset management can encourage regional economic growth. South Solok Regency, as an autonomous entity, has a major responsibility in managing its assets to support regional government operations and public services, as well as to maximize regional income and prevent losses. Finally, the people of South Solok Regency have the right to receive maximum service, with regional assets as one of the main supports.

#### **Obstacles in Implementing Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of South Solok Regency**

Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property is considered important to increase the efficiency and transparency of regional asset management. Several steps must be implemented, such as needs planning and budgeting, procurement, use, security and maintenance, assessment, deletion, transfer, and administration, as well as guidance, supervision, and control. In implementing Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the Regional Secretariat of

South Solok Regency, several obstacles need to be faced.

Based on the research results, it was found that the Regional Secretariat's obstacles in implementing Regional Regulation Number 7 of 2018 concerning regional asset management consisted of a lack of communication and resources. Communication barriers can affect coordination and collaboration between various parties involved in regional asset management. In addition, a lack of resources, such as adequate facilities and infrastructure, including computer equipment and integrated information systems, can also hamper the effectiveness of regional asset management. These findings indicate that there are weaknesses in regional asset management, especially in terms of the facilities and infrastructure needed to carry out the tasks of inventorying, evaluating, and monitoring regional assets.

The results of this research are in line with previous research, which found that the implementation of regional asset management regulations often faces obstacles such as a lack of communication and adequate resources (Merianto et al., 2020). Other research also found that regional asset optimization strategies that are not implemented properly can cause financial losses for local governments (Putri et al., 2020). In this case, managerial weaknesses and the absence of an asset optimization strategy are the main obstacles to implementing regional asset management regulations.

Effective communication is key in the regional asset management process. Without good communication between various work units and related parties, coordination and collaboration in regional asset management will be difficult to achieve and can hurt the efficiency and effectiveness of regional asset use. Incomplete or incorrect information can result in inappropriate decision-making, which can result in financial losses or inefficient use of resources. A lack of clear and consistent communication can lead to uncertainty and confusion among employees, which in turn can lower their morale and commitment. Reasons for communication barriers can include a lack of regular meetings, a lack of available information flow, and a lack of openness between the parties involved in

regional asset management. Additionally, complex organizational structures with many hierarchical levels can slow down the flow of information. In terms of resources, both human and technological, they are the backbone of every regional asset management operation. Shortfalls in human resources can result in excessive workload, errors, and inconsistent performance. The lack of modern facilities and infrastructure can cause errors in recording assets, untimely reports, and difficulties in data analysis. Likewise, the lack of skilled and qualified human resources in the field of regional asset management can also hinder the proper implementation of regional asset management regulations.

So, it can be concluded that the implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property in South Solok Regency aims to increase the efficiency and transparency of regional asset management. This process includes steps such as planning, budgeting, procurement, and monitoring. However, this implementation faces several obstacles, especially in terms of communication and resource availability. Lack of communication can hinder coordination between agencies, while limited resources, including facilities and infrastructure, can reduce the effectiveness of asset management. Previous research also shows that there are similar obstacles to the implementation of regional asset management regulations in other places. Effective communication and adequate resources are key to overcoming these obstacles and achieving optimal regional asset management.

#### **South Solok Regency Regional Secretariat's efforts to overcome obstacles in implementing Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property at the South Solok Regency Regional Secretariat**

Concrete steps are needed to overcome managerial weaknesses and the absence of asset optimization strategies in regional asset management. To overcome managerial weaknesses, steps need to be taken, such as increasing coordination and collaboration between the various parties involved, forming

cross-sector coordination teams, improving communication flows, and increasing training and development of the human resources involved. Based on the research results, it was found that there was increased coordination and collaboration between the various parties involved, the formation of cross-sector coordination teams, improved communication flows, increased training, and development of human resources, as well as the use of more sophisticated communication technology. To improve communication and collaboration between related units, it is necessary to hold regular meetings and use more sophisticated communication technology. This will create a good communication flow, information can be accessed easily, and collaboration between related parties can run more effectively.

The results of this research are in line with previous research, which found that increasing communication and collaboration between the parties involved as well as optimizing the use of communication technology can provide significant benefits in managing regional assets (Santoso et al., 2021). This indicates that regional asset management will run better if there is effective coordination between relevant agencies, a clear understanding of the duties and responsibilities of each party, and open and transparent communication.

Holding regular meetings between related units within the Regional Secretariat can be the first step in improving communication. These meetings not only provide an opportunity to share information but also to clarify the responsibilities and duties of each unit. At this regular meeting, regional asset optimization strategies can also be discussed. Ensuring that each unit knows who they should communicate with within a given situation and how that communication should be conducted is critical to increasing communication effectiveness. Considering the importance of having adequate and quality human resources, the Regional Secretariat may consider carrying out additional recruitment and providing relevant training for existing staff. Increasing the knowledge and skills of human resources will enable them to be more effective in carrying out tasks related to regional asset management.

So, it can be concluded that in the process of implementing Regional Regulation Number 7 of 2018 concerning the management of regional property, the Regional Secretariat of South Solok Regency faced several crucial obstacles, especially related to ineffective communication and limited resources. Communication difficulties create problems in coordination, collaboration, and understanding of regional asset management policies and objectives. Meanwhile, limited resources, both in terms of humans and facilities and infrastructure, challenge the efficiency and effectiveness of asset management. In response to these obstacles, the Regional Secretariat of South Solok Regency has taken strategic steps. Among them is increasing the frequency and effectiveness of communication through regular meetings between units and clarifying the flow of communication. Other efforts made include optimizing resources by considering additional recruitment, providing relevant training for staff, and investing in technology to support regional asset management.

## **6. Conclusion**

Regional asset management must be carried out optimally by paying attention to the principles of efficiency, effectiveness, transparency, and public accountability. In this way, orderly administration of regional assets, efficiency and effectiveness in the use of regional assets, security of regional assets, and the availability of accurate data and information regarding the existence of assets will be created. South Solok Regency, as an autonomous entity, has a major responsibility in managing its assets to support regional government operations and public services, as well as to maximize regional income and prevent losses. Finally, the people of South Solok Regency have the right to receive maximum service, with regional assets as one of the main supports. Implementation of Regional Regulation Number 7 of 2018 concerning Guidelines for Management of Regional Property in South Solok Regency faces several obstacles, especially in terms of communication and availability of resources. Lack of communication can hinder coordination between agencies, while limited resources, including facilities and infrastructure, can reduce the effectiveness of asset management. Previous

research also shows that there are similar obstacles to the implementation of regional asset management regulations in other places. Effective communication and adequate resources are key to overcoming these obstacles and achieving optimal regional asset management. To overcome obstacles to implementing Regional Regulation Number 7 of 2018 concerning the management of regional property, the Regional Secretariat of South Solok Regency has taken strategic steps. Among them is increasing the frequency and effectiveness of communication through regular meetings between units and clarifying the flow of communication. Other efforts made include optimizing resources by considering additional recruitment, providing relevant training for staff, and investing in technology to support regional asset management.

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