IMPLEMENTATION OF STATE PROPERTY MANAGEMENT POLICY AT THE SECRETARIAT GENERAL OF THE GENERAL ELECTION SUPERVISORY AGENCY REPUBLIC OF INDONESIA

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Abstract

implementation of policies on the management of state goods at the Secretariat General of the General Elections Supervisory Agency of the Republic of Indonesia. The purpose of this study was to determine and evaluate the implementation of policies on the management of state property in the General Secretariat of the General Elections Supervisory Agency. The theory used as a reference is the theory of George C. Edward III which states that there are four things that affect the implementation of policies, namely communication, resources, disposition and structure of the bureaucracy. This study uses a qualitative method with eleven informants consisting of officials/employees in the Secretariat General of the General Elections Supervisory Agency and the Provincial General Elections Supervisory Agency, officials within the Ministry of Finance and members of the working group of the Government Accounting Standards Committee. Based on the results of the research, it is known that the implementation of the policy on the management of state property within the Secretariat General of the General Elections Supervisory Agency has not gone well. The factors that influence the implementation of the policy are communication, resources, disposition and bureaucratic structure. The inhibiting factors are resources, disposition and bureaucratic structure, while communication does not become an obstacle in implementing state property management policies at the Secretariat General of the General Elections Supervisory Agency.

Keywords : Public Policy, Policy Implementation, Asset Management

INTRODUCTION

The issuance of Government Regulation Number 27 of 2014 concerning Management of State/Regional Property which is a replacement regulation for Government Regulation Number 6 of 2006 concerning Management of State/Regional Property is one of the government's efforts to improve the governance of its assets. Assets owned by the government are used by government organizational units in the context of carrying out government duties and functions. Furthermore, assets owned by the central government in its policy are known as state property and those owned by local governments are known as regional property. In accordance with Article 1 Number 1 Government Regulation Number 27 of 2014 concerning Management of State/Regional Property, state property is defined as "All goods purchased or obtained at the expense of the State Budget or other legal acquisitions [1]".

The policy of managing state property aims to create administrative order, physical order, legal order and optimize the potential of state property so that state property must be managed properly and efficiently. In its management, state property needs are planned, procured through a transparent process, used to support the implementation of the tasks of government organizational units, administered and presented in financial reports. If it is no longer used to support government tasks, it can be used, sold or donated. Goods that cannot be used because they are heavily damaged, lost, are not in accordance with technological developments, must be immediately abolished so that they do not become a burden on the government.

The General Elections Supervisory Agency as one of the State Institutions acting as Property Users is obliged to manage state property under its control in accordance with applicable regulations. One of the organizational units within the General Elections Supervisory Agency whose task is to carry out the management of state property is the Secretariat General of the General Elections Supervisory Agency. The development of the value of state property managed by the Secretariat General of the General Elections Supervisory Agency for the last 4 (four) years can be presented in the following figure:

	2015	2016	2017	Semester I 2018
Nilai Perolehan	71.670.406.773	75.884.386.022	87.244.902.453	75.247.300.639
Nilai Buku	44.623.142.197	32.989.370.572	34.517.923.736	17.603.162.610

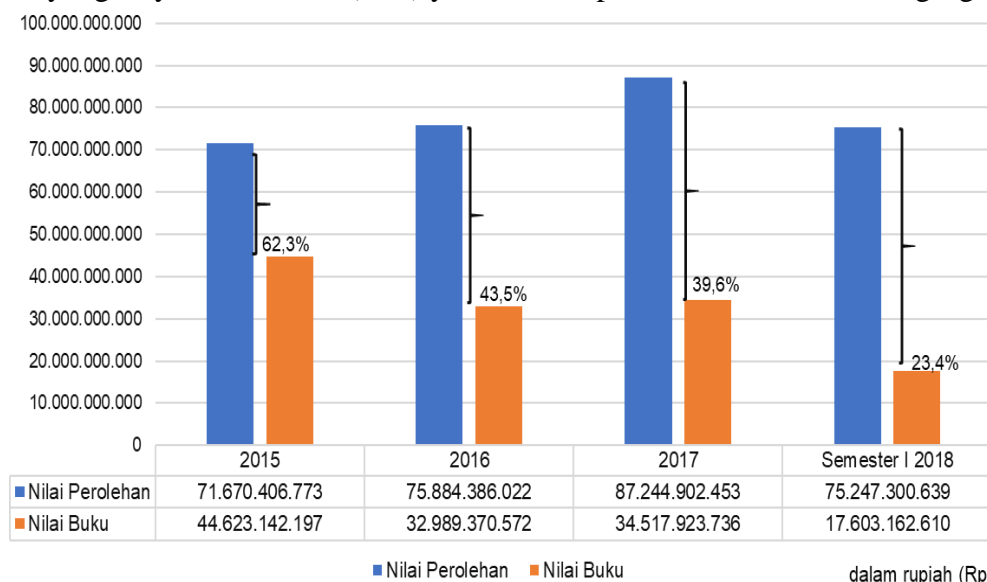■ Nilai Perolehan ■ Nilai Buku   dalam rupiah (Rp)

Figure 1. Development of the Value of State-Owned Goods in Secretariat General Body Supervisor Election General (Source: Report Goods Bawaslu users Year 2015 SD 2018)

From this data, it is known that in the first semester of 2018 the Secretariat General of the General Elections Supervisory Agency managed state property with an acquisition value of Rp. 75,247,300,639, - and a book value of Rp. 17,603,162,610. During this period, the average

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[1] Peraturan Pemerintah Nomor 27 Tahun 2014 tentang Pengelolaan Barang Milik Negara/Daerah

useful life and economic life of state-owned goods were at their lowest, with only 23.4% remaining. The decrease in the average useful life has an impact on the utilization of state-owned goods. Based on initial observations, computers, laptops and printers that have started to slow down or are lightly damaged tend to be neglected and not used by employees and are not reported according to actual conditions.

Public policy is an interesting study to be studied in depth. Public policy studies generally focus on policy formulation, policy implementation and policy evaluation. Public policy according to: "Whatever governments choose to do or not to do [2]". Public policy can be either positive or negative. There are some forms of government action that can actually address the problem (positive), but there are also government decisions not to do anything about some things that require government involvement (negative). In the sense of the word, the government's decision to let it go or give up on existing problems is also a public policy. Policy can be interpreted as a concept, a principle and a guideline that should be implemented with specific goals and objectives [3]. Public policy is every decision made by the state, as a strategy to realize the goals of the state [4]. Public policy is a series of policy decisions taken by a person or group of people to realize certain goals in society [5]. Public policy is "a complex pattern of interdependence of interdependent collective choices, including decisions not to act, made by government agencies or offices [6]". Public policy as what the government produces can be general policy, technical policy, and operational policy at the lowest level. "The role of government was originally seen as the most dominant actors in the formulation and implementation of public policy [7]". The government can be called the most dominant actor in the formulation and implementation of public policies.

A policy is obtained through a policy-making process. Policymakers have a responsibility to develop and implement policies that have the best chance of contributing to the health, safety, and well being of their constituencies. Given this context, policymaking is not easy [8]". Policymakers have a responsibility to develop and implement policies that contribute to the people. In this context, policy making is not an easy thing. "The formulation of public policy involves the objectives to be attained and at least sketchily outlining the general means to be used in seeking to achieve these objectives [9]". Public policy formulation involves goals that must be achieved which usually starts with a problem that exists in the community and then describes the general methods used in an effort to achieve the goal or solve the problem. Policy making is a number of processes and relates to social systems in establishing system goals.

[2]Thomas R, Dye. 1978. Understanding Public Policy. New Jersey: Prentice Hall.

[3]Latunreng, Wahyuddin and Daryanto Hesti Wibowo. 2018. Tourism Policy for Encouraging the Development of SMEs in Belitong, Indonesia. Journal of Management and Marketing Review, Vol.3 No. 1 p. 16-23. https://papers.ssrn.com/sol3/papers.cfm? abstract_id=3157757. Retrieved September 4, 2018

[4]Rahadian, A.H. 2008. Faktor-Faktor yang Mempengaruhi Implementasi Kebijakan Penyuluhan Pertanian dalam Mewujudkan Kemandirian Kelompok-Tani: Studi Kasus di Kabupaten Subang-Propinsi Jawa Barat. Jakarta: Jurnal Ekonomi Vol. XXVI Hlm. 119-131. http://portal.kopertis3.or.id/. Diakses 5 September 2018

[5]Taufiqurokhman. 2014. Kebijakan Publik. Pendelegasian Tanggungjawab Negara Kepada Presiden Selaku Penyelenggara Pemerintahan. Jakarta: Fakultas Ilmu Sosial dan Ilmu Politik Universitas Moestopo Beragama

[6]Dunn, William N. (Diterjemahkan oleh Samodra Wibawa, Diah Asitadani, Agus Heruanto Hadna, Erwan Agus Purwanto). 2003. Pengantar Analisis Kebijakan Publik. Edisi Kedua. Yogyakarta: Gajahmada University Press.

[7]Irawan, Bambang et al. 2015. Model Implementation of Special Needs Education in Organizational Capacity Development Perspective (A Study on the Primary School Providers of Inclusion and Segregation for Autistic Students in Special Capital Region of Jakarta). International Journal of Applied Sociology Vol. 5 No.3. p. 144-151. http://article.sapub.org/10.5923.j.ijas. 20150503.05. html. Retrieved September 4, 2018.

[8]Thissen, Will. AH and Warren E. Walker. 2013. Introduction, in Will. AH Thissen and Warren E. Walker (Ed.). Public Policy Analysis. New Development. New York: Springer. page. 1-8.

[9]Rosenbloom, David et al. 2015. Public Administration. Understanding Management, Politics, and Law in the Public Sector. Eighth Edition. New York: McGraw Hill Education

Mistakes in the formulation of the policy concept will have an impact on the policy implementation process which in the end causes the policy objectives to not be achieved optimally. When viewed from the hierarchy: "Public policies can be national, regional or local such as laws, government regulations, presidential regulations, ministerial regulations, regional/provincial government regulations, governor decisions, district/city regional regulations, and regent/mayor decisions [10]".

Public policy has several main characteristics, namely [11]:

1. Public policy is an action that has a specific purpose or objective.
2. Public policies are made by the authorities.
3. Public policy is basically a simultaneous decision and not a separate decision.
4. Policy is what the government actually does and not what the government wants to do.
5. Public policies can be popular or unpopular.
6. Policies can be positive or negative.
7. Policy is based on the rule of law and is a commanding action. The decision makers in taking a policy that will be used first conduct an analysis of the policy to be made. Goods management policy

Policy implementation is the elaboration of a decision which is then realized as the implementation of activities in achieving the target. "The execution of policies is as important if not more important than policy making. Policies will remain dreams or print in file jackets unless they are implemented [12]". Policy implementation is a very important stage in the overall policy structure. This stage determines whether the policies made can actually be applied in the field and produce outputs and outcomes as planned. Policy implementation in principle is a way for a policy to achieve its goals.

Policy implementation is defined as "The process whereby programs or policies are carried out; it denoted the translation of plans into practice [13]". Policy implementation is executing the content of the policy into the application mandated by the policy itself. policy implementation as "activities to distribute policy outputs (to deliver policy output) carried out by implementers to the target group (target group) as an effort to realize policy objectives [14]". Policy implementation as "What happens after a law is enacted that gives authority to a program, policy, benefit, or some kind of tangible output [15]". Implementation includes actions taken by actors, especially bureaucrats that are intended to make the program work. To support the success of policy implementation, it needs to be based on three aspects, namely: "(1) the level of compliance of the bureaucracy towards the bureaucracy above it or the level of the bureaucracy, as regulated by law, (2) the existence of a smooth routine and the absence of problems, and (3) implementation and the desired impact (benefits) of all targeted programs [16]. The three perspectives are used to measure the extent to which policy implementation can be said to be successful, so that it becomes easier to identify. The theoretical concept essentially emphasizes the level of compliance of policy implementers with the content of the policy itself.

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[10]Taufiqurokhman. 2014. *Kebijakan Publik. Pendelegasian Tanggungjawab Negara Kepada Presiden Selaku Penyelenggara Pemerintahan*. Jakarta: Fakultas Ilmu Sosial dan Ilmu Politik Universitas Moestopo Beragama..

[11]Agustino, Leo. 2016. *Dasar-Dasar Kebijakan Publik*. Edisi Revisi.Bandung: CV. Alfabeta ugustino.

[12]Solichin Abdul Wahab. 2016. *Analisis Kebijakan. Dari Formulasi ke Penyusunan Model-Model Implementasi Kebijakan Publik*. Jakarta: PT. Bumi Aksara.

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[14]Purwanto, Erwan Agus and Dyah Ratih Sulistyastuti. 2015. *Implementasi Kebijakan Publik. Konsep dan Aplikasinya Di Indonesia*. Yogyakarta: Gava Media.

[15]Edward III, George C. 1980. *Implementing Public Policy*. Washington DC: Congressional Quarterly Press.

[16]Haedar Akib, . 2010. *Implementasi Kebijakan: Apa, Mengapa, dan Bagaimana*. Jurnal Ilmiah Ilmu Administrasi Publik Universitas Negeri Makassar Vol. 1 No. 1. https://www.neliti.com/id/. Retrieved 6 August 2018.

This is in line with opinion. "Policy implementers play an important role in determining the success or failure of a policy [17]."

Based on these phenomena and theories, this study intends to find out how the Secretariat General of the General Elections Supervisory Agency implements the policy of managing state property with the research title "Implementation of State Property Management Policies at the Secretariat General of the General Elections Supervisory Agency".

RESEARCH METHODS

The research was carried out at the Office of the Secretariat General of the General Elections Supervisory Agency, which is located at Jalan MH Thamrin number 14, Gondangdia Village, Menteng District, Central Jakarta City, DKI Jakarta Province and other locations where administrative and management activities of state property are carried out by the Secretariat General of the General Elections Supervisory Agency. The study was conducted from January to May 2019. This study used a qualitative approach. The purpose of research using a qualitative approach is to examine the object naturally and understand the object being studied in depth. This will explain and thoroughly reveal the reality behind the object under study.

Qualitative research is research that intends to understand the phenomena of what is experienced by research subjects such as behavior, perceptions, motivations, actions and others, holistically and by means of descriptions in the form of words and language in a special context that is natural and with using various natural methods. Data collection activities in this study can be explained through: Field studies, field studies are carried out to obtain data directly on the object of research. The technique used in data collection is through: Interview, Observation, Documentation and Literature Study[18]

RESULT AND DISCUSSION

Staff of the General Secretariat of the Election Oversight Body The general population is 390 people consisting of 175 people status as Civil Servants and 215 people who status Non-Employee Country Civil. Thing it can seen in the picture as following:
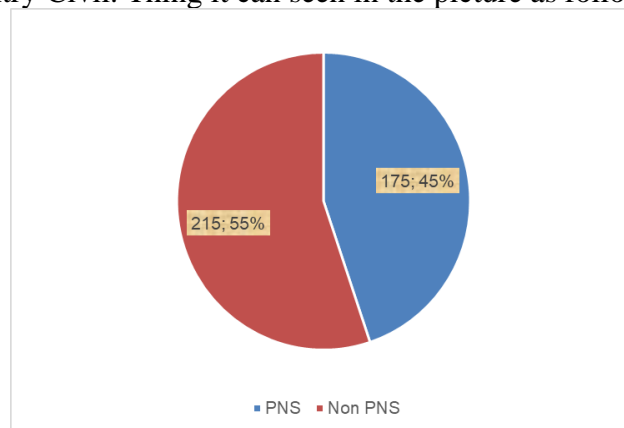

Figure 2. General Secretariat of the General Election Oversight Body Based on Status Staffing (Source: Recapitulation of HR Secretariat General Bawaslu as of November 2018 from Part HR Secretariat General Bawaslu)

From picture the known that total employee which status Non Employee Country Civil is majority employee of the Secretariat General of the General Elections Supervisory Agency

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[17] Rahadian, AH 2008. Faktor-Faktor yang Mempengaruhi Implementasi Kebijakan Penyuluhan Pertanian dalam Mewujudkan Kemandirian Kelompok-Tani: Studi Kasus di Kabupaten Subang-Propinsi Jawa Barat. Jakarta: Jurnal Ekonomi Vol. XXVI Hlm. 119-131. http://portal.kopertis3.or.id/. Retrieved 5 September 2018.

[18]Lexy J Moleong, 2017. Metodologi Penelitian Kualitatif. Edisi Revisi. Bandung: PT. Remaja Rosdakarya

with a total percentage of 55%. As for the remaining 45% is employee which status Employee Country Civil. Composition of employees of the Secretariat General of the Supervisory Board Election General based on type sex could served as following:

Figure 3. General Secretariat of the General Election Oversight Body Based on Gender (Source: Recapitulation HR Secretariat General Bawaslu per November 2018from Part HR Secretariat General Bawaslu)

From picture the known that total employee which male sex as many as 284 people who are majority employee Secretariat General Body Supervisor Election General with total percentage as big as 73%.As for 27% the rest or as much 106 person is the employee who gender woman. Staff of the General Secretariat of the Election Oversight Body The general public comes from various levels/levels of education, ranging fromSchool Advanced Level On (high school) until with Level 3.

Composition employee Secretariat General Body Supervisor General Elections based on education level can be presented as following:
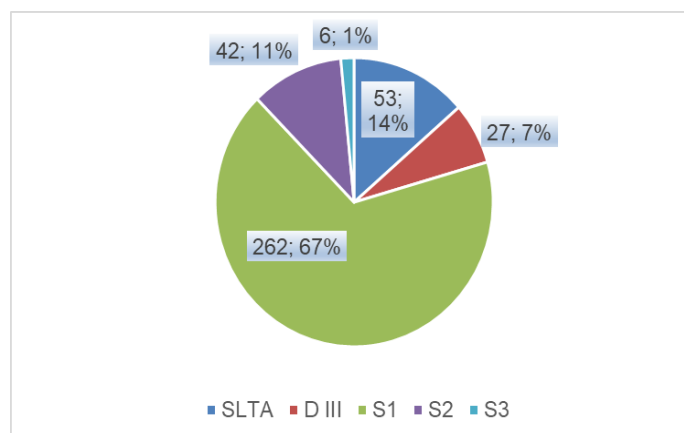

Figure 4. General Secretariat of the General Election Oversight Body Based on Level Education (Source: Recapitulation of HR Secretariat General Bawaslu as of November 2018from Part HR Secretariat General Bawaslu)

From picture the known that level education majority employee Secretariat General Body Supervisor General Election is Strata 1 which is 262 people or 67%. Then there are 53 high school graduates or 14%. Strata 2 graduate is as many as 42 people or 11%. Diploma III graduates are 27 people or 7%, and graduate Level 3 is as much as 6 person or 1%. From observations on the consolidation activities of the preparation of the second semester and 2018 annual state property reports (Unaudited) Bawaslu and Provincial Bawaslu throughout Indonesia which were carried out from 17 to 19 January 2019 at the Santika Hotel BSD City Serpong (O-2) it is known that:

BMN officers from the Secretariat General of the General Elections Supervisory Body are actively involved in assisting the officers of the Secretariat of the Provincial General Elections Supervisory Board in preparing reports on state property.

There were several problems in these activities that could not be resolved by the BMN officer of the Secretariat General of the General Elections Supervisory Agency so that they were escalated to the assistant from the Directorate General of State Assets of the Ministry of Finance. These problems, among others, are related to the difference in recording between state property reports and work unit level financial reports, application problems and problems related to fixed asset and inventory accounting journals. From observations on the Focus Group Discussion (FGD) Training of Trainers (ToT) Management of State Property in the Secretariat General of the General Elections Supervisory Agency which was held from March 30 to 31, 2019 at Hotel Salak Heritage Bogor (O-3), it is known that : This activity was attended by 4 (four) BMN officers in the Secretariat General of the General Elections Supervisory Agency and other staff within the Secretariat General of the General Elections Supervisory Agency related to financial and household management. Meanwhile, 1 (one) BMN officer named Entis Supratman was not present at the activity.

The activity was led by the Head of the General Section of the Secretariat General of the General Elections Supervisory Agency and was not attended by the Head of the Household and Equipment Subdivision as the direct supervisor of the BMN officer in the Secretariat General of the General Elections Supervisory Agency. The State Ministry of Finance, who delivered material related to the management and accounting system for state property (SIMAK BMN). There are still BMN officers in the Secretariat General of the General Elections Supervisory Agency who do not understand the basic concepts of administration and accounting for state property. When the socialization simulation was carried out by the resource persons, the BMN officers did not seem to have mastered and could not convey the administration and accounting materials for state property properly. The results of these observations are then reduced and presented based on the appropriate themes and sub-themes. Based on the results of the reduction, several themes that emerged in the analysis of the results of the observations included inhibiting factors, policy implementation, policy communication, resources, disposition and bureaucratic structure.

CONCLUSION

The Secretariat General of the General Elections Supervisory Agency has carried out several administrative and management activities of state property. However, the implementation of the policy on the management of state property has not fully complied with the provisions, including missing goods that have not been processed for deletion, the percentage of determining the status of the use of state property as of December 31, 2018 has only reached 35.87% of the value of state property. in the Secretariat General of the General Elections Supervisory Agency, there are heavily damaged goods that have not been processed for deletion, there is software worth Rp. 4,397,424,026, - which is no longer used in the context of government duties but has not been processed for deletion and there are findings by the Supreme Audit Agency related to the management of goods. state property which is still a recurring finding and has not been fully followed up. For these problems, then implementation. the policy on the management of state property within the Secretariat General of the General Elections Supervisory Agency has not gone well.

The factors that become obstacles in the implementation of policies on the management of state property at the Secretariat General of the General Elections Supervisory Agency are resources, disposition and bureaucratic structure. Resource problems are in the form of employee understanding of the rules and SOPs for managing state property that are not adequate, competence and experience of BMN officers are not adequate and the workload of BMN officers is large. The problem of disposition is in the form of a lack of awareness of BMN users in the Secretariat General of the General Elections Supervisory Agency. Problems with the bureaucratic structure are in the form of inadequate supervisory guidance, coordination

between the BMN management unit and other units that have not gone well and the hybrid form of the General Election Supervisory Body's Secretariat organization.

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