



Management Of Regional Property: Utilization Of Bengkulu Provincial Assets As A Source Of Regional Income

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ARTICLE INFORMATION

Received: September,00,00

Revised: September,00,00

Accepted: September,00,00

Available online: Dec,30,22

KEYWORDS

Regional Property (BMD),
Implementation of Regional Property
Management, Utilization

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A B S T R A C T

This study aims to find out how the implementation of the management of Regional Property of the Bengkulu Provincial Government in accordance with the Regulation of the Minister of Home Affairs Number 19 of 2016 concerning Guidelines for The Management of Regional Property and Utilization of Regional Property that has been carried out by the Bengkulu Provincial Government. This research uses a descriptive qualitative method, where informants are taken using purposive sampling, namely the Head of the Regional Financial Management Agency of Bengkulu Province, the Head of the Regional Property Division, and the Head of the Sub-Division of Needs Analysis, Procurement and Utilization. Data collection techniques with observation, interviews, and documentation. The results showed that the implementation of the management of Regional Property of the Bengkulu Provincial Government has been carried out in the form of utilization in the form of former leases. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency for 20 years with a rental amount of Rp. 364,141,000,- (Three Hundred and Sixty-Four Million One Hundred and Forty-One Thousand Rupiah) per year. Recommendations for the implementation of the management of Regional Property of the Bengkulu Provincial Government can be optimized through the establishment of Regional Regulations on Guidelines for the Management of Regional Property of the Bengkulu Provincial Government

INTRODUCTION

The implementation of the regional property management policy is contained in the Regulation of the Minister of Home

Affairs No. 19 of 2016 concerning Guidelines for The Management of Regional Property. This guideline regulates implementation procedures starting from planning the needs and availability of



budgets, implementing procurement, determining the use, implementation of utilization, carrying out security and maintenance, considering assessments, regulating the transfer, destruction, and elimination of regional property, administration and guidance and supervising related to the control of regional property control.

In this study, the form of utilization became the focus in researching the management of regional property. Utilization of Regional Property (BMD) is a form of utilizing goods that are currently not in use and do not have use regulations related to the implementation of functions and tasks of regional apparatus organizations, where this optimization does not have an impact on changing the ownership status of regional property. The use of BMD provides a positive response for the regions and opens up opportunities to increase regional original income (PAD) so that it is directly proportional to the improvement of facilities obtained by the public.

This research will discuss the Implementation of Regional Property Management of the Bengkulu Provincial Government, especially regarding the Utilization of Regional Property, namely former leases. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency, which was carried out by the Bengkulu Provincial Government due to assets owned by the Bengkulu Provincial Government. In connection with the background stated above the formulation

of the problem can be put forward as follows :

1. How is the Implementation of Regional Property Management of the Bengkulu Provincial Government in accordance with the Regulation of the Minister of Home Affairs Number 19 of 2016 concerning Guidelines for The Management of Regional Property?
2. How is the utilization of regional property that has been carried out by the Bengkulu Provincial Government?

MATERIALS AND METHODS

This research uses qualitative research methods, which are methods for investigating objects that are not measured by numbers or other measures that are exact. According to Sugiyono (2016: 9), qualitative research methods are methods used to examine the condition of natural objects where the researcher is a key instrument and sampling or data sources are carried out purposively and collection using triangulation (combined), data analysis is inductive or qualitative and the research results emphasize meaning rather than generalization.

Basically, qualitative methods have some very clear characteristics, including:

1. Research design is open
2. Research data taken from natural settings
3. Very concerned with meaning
4. Data analysis is carried out at the time and after data collection



5. Conclusions of qualitative research confirmed with information

This study tries to analyze the utilization of regional property in the form of ex-rent. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency, which is an asset of the Bengkulu Provincial Government and is carried out by the Bengkulu Provincial Government through the identification of aspects related to phenomena that occur during the implementation process of utilizing regional property, as well as efforts to optimize public services.

Data Collection Techniques

The data collection technique in this study is a technique or method that is carried out to collect data for research, namely:

Interview

This interview method includes the means by which a person uses for a specific purpose, trying to get oral information directly from a person or informant. In accordance with the plan used in this study, namely case studies, the interview guidelines are not structured, namely interview guidelines that only contain an outline of the interviewee. With this interview the creativity of the interviewer is indispensable. The outcome of the interview depends a lot on the interviewer.

Observation

Observation is a complex process, a process that is composed of processes, among which the most important are the processes of observation and memory (Sugiyono, 2016:

203). Documentation is Secondary data collection techniques are data collection carried out through the collection of library materials that can support primary data. Secondary data collection techniques can be carried out using the following instruments: studi documentation and literature studies.



Research Aspects

Table 1. Reasearch Aspect Implementation of Regional Property Management of Provincial Governments Bengkulu

| Fokus | Aspects | indicator |
|--|---|---|
| Implementati on of Regional Property Management of Provincial Governments Bengkulu (Utilization of Goods Owned by the Bengkulu Provincial Government Area) | 1) Policy Standards and Objectives | <ul style="list-style-type: none"> - The existence of Rental SOPs and implemented in accordance with SOPs- The existence of Loan and Use SOPs and implemented in accordance with SOPs- The existence of SOPs for Utilization Cooperation and implemented in accordance with SOPs- The existence of BGS and BSG SOPs and dilaksanakan sesuai SOP - Adanya SOP KSPI dan dilaksanakan sesuai SOP |
| | 2) Resources | <ul style="list-style-type: none"> - Adequate APBD available - Adequate period of time to carry out Leases, Loans, Utilization Cooperation, BGS and BSG, and KSPI- Adequate staff and manpower are available during the implementation of utilization |
| | 3) Inter-Organizational Communication and Activity Strengthening | <ul style="list-style-type: none"> - Available communication media for coordination (mobile phone, chat, email) with other OPDs- Regular utilization coordination meetings are carried out |
| | 4) Characteristics of the Executing Agent | <ul style="list-style-type: none"> - Competent implementing organizations and executive support - There is legislative and executive support - Implementing organizational capabilities- Open communication with outside parties and policy-making bodies |
| | 5) Economic, Social, and Political Environment | <ul style="list-style-type: none"> - Economic factors have an impact on the implementation of BMD management - Social factors have an impact on the implementation of BMD management - Political factors have an impact on the implementation of BMD management |
| | 6) The attitude of the implementers. | <ul style="list-style-type: none"> - Executor works in a disciplined manner- Executor works regularly- Executor is honest while working- Executor is responsible for carrying out work |



RESULTS AND DISCUSSION

The Regional Apparatus Organization (OPD) of the Regional Financial Management Agency (BPKD) is led by a Head assisted by the Secretary and Five Fields and Functional Positions. The legal basis for the establishment of the Bengkulu Provincial Regional Financial Management Agency is Regional Regulation Number 8 of 2016 concerning the Establishment and Composition of the Bengkulu Provincial Apparatus (Bengkulu Provincial Gazette of 2016 Number 8) and Governor Regulation Number 69 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Bengkulu Province Regional Financial Management Agency.

Based on Bengkulu Governor Regulation Number 69 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Bengkulu Provincial Regional Management Agency has the following functions:

1. Formulation of technical policies in the field of regional financial and asset management
2. Implementation of technical support tasks in the field of regional financial and asset management
3. Monitoring, evaluation and reporting on the implementation of technical support tasks in the field of regional financial and asset management
4. Implementation of the administration of the Regional Financial and Asset Management Agency
5. Technical guidance on the implementation of supporting functions for local government affairs in the field of financial management and regional property.

Policy Standards and Objectives

The implementation of other functions assigned by the Governor is related to his duties and functions. The program implementation mechanism is carried out by adhering to Standard Operating Procedures (SOPs) in implementing the management of regional property. The existence of SOPs does not have much effect on the course of policies, but SOPs will facilitate policy implementation.

Policy implementation is largely determined by predetermined policy standards and goals, to discuss an ongoing policy process (implementation) then we should first know what the standards and goals of a policy itself look like.

Policy standards and objectives must be clear and measurable so as not to cause interpretations that can cause misunderstandings/conflicts among implementation agents. Policy goals are references or handles to achieve the desired goals.

Policy standards and objectives are provisions to be used as evidence and can be described easily in realizing standards and goals and people involved in a policy. Clear policy objectives will facilitate a policy and will avoid problems in its implementation.

. Regional property management policy (BMD) can be interpreted as an effort to mobilize people and deploy facilities in one cooperative effort to achieve certain goals for goods purchased or obtained at the expense of the regional revenue and expenditure budget (APBD) or derived from other legitimate acquisitions. The objectives of this regional property management policy are:



1. Support the smooth implementation of governance and regional development
2. The realization of accountability in the management of regional property
3. The realization of orderly, effective and efficient management of regional property.

Resources

According to Van Meter and Van Horn in Winarno (2014:146-147), the success of the policy implementation process depends largely on the ability to utilize available resources. Humans are the most important resource in determining the success of the implementation process. Certain stages of the entire implementation process demand the presence of qualified human resources in accordance with the work. Apart from human resources, other resources that need to be taken into account are also financial resources and time resources.

Financial resources are factors that will support the implementation of the main duties and functions of employees. As explained by the Head of the Regional Financial Management Agency of Bengkulu Province, Mrs. Noni Yuliesti, that the budget for carrying out the management of regional property is available in the Regional Property Management Program, and for the implementation of the form of management, namely the utilization of regional property, there is a budget available for optimization of the use, utilization, transfer, destruction, and elimination of regional property.

While the time resource is the availability of a period of time that can accommodate the implementing agents to be able to complete their duties, in this case it is the implementation of a form of management of regional property, namely the use of regional property. The implementation of the utilization of regional property that has been carried out is the rent of

ex. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency which is carried out within a period of one month.

After making observations, the author can conclude that both in terms of human resources, time resources, and financial resources in the Field of Regional Property the Financial Management Agency is available quite optimally and can accommodate all activities related to the implementation of regional property management policies, especially those observed in this study, namely the implementation of the use of regional property.

Inter-Organizational Communication and Activity Strengthening

Communication on the regional property management policy is carried out so that PPK, Goods Inspectors, Goods Users and Goods Managers as policy implementers can work together to achieve successful policy implementation. The communication carried out in this BMD management policy is quite a lot, namely communication carried out by Goods Users with PPTK and Goods Inspectors, Goods Management with BPKD for Regional Property, and Goods Management with Goods Users.

Without good communication between the tenant and the implementing agent for utilization in the form of an ex lease. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency, of course, the lease cannot be carried out and will have a bad impact on the performance of the Regional Property Sector in fulfilling its duties and functions.

The author has also witnessed firsthand how employees in the Regional Property Sector work by implementing good communication among employees and also with superiors and tenants. As with the application letters that have



been entered, the drafting of a reply letter is carried out after an internal meeting of the implementation team of utilization activities so that it becomes clear the follow-up that will be carried out on the application from the prospective partner, whether it will be continued or cannot be implemented due to constraints with incomplete conditions or the purpose of the application submitted by the partner is not in accordance with the applicable utilization guidelines.

The author's observation of the communication carried out by the Goods Manager in fostering and directing the members of the implementation team for utilization activities has also been carried out optimally. In addition, team members swiftly respond and carry out the directions conveyed by the goods manager. From interviews and observations related to this communication, it can be said that communication between organizations and strengthening activities have run optimally according to their functions.

Characteristics of Implementing Agents

In the use of BMD, the Goods Manager has conveyed, fostered and directed both formally and informally while working so that every employee and team member involved in the implementation of the use of Regional Property to continue to carry out utilization in accordance with the duties and functions of the implementation team activities.

The executing agent also responds and carries out the directions submitted by the Goods Manager swiftly and deftly. If there is a problem or obstacle related to the BMD management policy, then each related party will discuss solving the problem at hand through a team coordination meeting. From the results of the interview related to the characteristics of the

implementing agent, Mrs. Noni Yuliesti as the Head of the Regional Property Management Agency explained that:

From the results of interviews, observations and documents that the author found, there is a form of support provided to policy implementers. In achieving the success of the BMD management policy, it is necessary to delegate clear tasks, namely members of the implementation team for utilization activities as policy implementors in order to accelerate the procedures and stages of utilization such as rent, loan, KSPI, BSG and BGS. This is reflected through the issuance of a Governor's Decree regarding the formation of a utilization activity implementation team that explains what are the duties and functions of members of the utilization activity implementation team and what things must be done through internal team meetings that are routinely carried out.

Economic Social and Political Environment

In implementing policies, it should not always focus on the implementing agency or its bureaucracy, but there are also external factors such as economic, socio-cultural and political factors that need to be considered.

The object of assessment is in a fairly strategic position, namely located at three nodes of the transportation system, namely sea (port), land (terminal) and river (crossing). Being in this position makes the object of assessment have considerable potential for development.

The object of assessment is currently used as a Fish Landing Port (PPI), but in its development, the object in question is slightly abandoned. Meanwhile, the demand for land and building leases in the area around the object of assessment is increasing. So that if the object of assessment will be developed / leased for



commercial purposes, it will be more economically promising.

Attitudes of the implementers

The author observes that employees in the Regional Property Sector are dexterous and swift in carrying out utilization procedures in the form of rent, namely making observations to the field directly and then carrying out administrative parts such as handling rental application letters responded quickly. After discussion with the team, employees in the Regional Property Division wrote a reply letter related to that utilization in the form of leases can be implemented.

After the prospective utilization partner completes the necessary requirements, an agreement is carried out on paper through a Land and Building Lease Agreement Letter, where the Regional Property Sector has implemented the Former Land and Building Lease Agreement. Fish Landing Port (PPI) Pasar Ketahun Owned by the Bengkulu Provincial Government between the Governor of Bengkulu as the first party to the agreement and acting on behalf of the Bengkulu Provincial Government and the President Director of PT. Triple Eight Investment which acts as a second party and is a tenant of the Former Land and Buildings. Fish Landing Port (PPI) Pasar Ketahun North Bengkulu.

The accountability mechanism carried out by the implementer in the implementation of the Utilization of Regional Property is carried out by making a report on the results of the lease addressed to the Governor that utilization is like an ex lease. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency has generated profits against the Bengkulu Province PAD.

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CONCLUSION

From the author's observations about the standard aspects and objectives of this policy, it is known that BadaAfter making observations and interviews, it can be concluded that both in terms of human resources, time resources, and financial resources in the Field of Regional Property the Financial Management Agency is available quite optimally and can accommodate all activities related to the implementation of regional property management policies Provincial Financial Management Bengkulu has implemented standards and policies that are in



accordance with the target and implemented by implementors based on SOPs and also Bengkulu Governor Regulation Number 35 of 2018 concerning Procedures for Utilizing Regional Property in the Form of Land/Or Buildings.

The characteristic aspects of the implementing agent within the scope of government are vertical because it is characteristic of the bureaucratic structure, but this form has made a positive contribution to the implementation of structured utilization because a clear chain of command is created starting from the owner of the goods to the manager of the goods and its staff as the implementing agent of utilization activities causing the duties and functions of the utilization team itself to be clear by not problems arose related to the follow-up of the lease application because the Governor of Bengkulu, who also acted as the owner of the goods, could firmly give directions so that the implementing agent could carry out his duties. Therefore, utilization is like an ex lease. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency can also be carried out properly.

There are influences from social and economic environmental factors, but political factors do not have an impact on the successful implementation of this BMD utilization policy. The social environment in question is about the relationship and interaction of parties involved in the BMD utilization policy. The economic environment is about the strategic factor or not the location of regional property that is the object of utilization, whether the lease will bring profit to tenants so as to increase interest in carrying out land and building lease agreements or not. Meanwhile, the political environment is related to the

involvement of political influences such as the change of regional heads and members of the DPRD. Even if there is a change of regional head, it will not have an impact on the land lease agreement that will continue to be implemented through the approval of the newly elected regional head

This aspect of the attitude of the implementers has gone in a positive direction and can still be improvised through motivation, supervision and review from the Governor of Bengkulu who also acts as the owner of the goods so that the next forms of utilization such as ex-rent. PPI (Fish Landing Port) in Muara Ketahun, North Bengkulu Regency and also other uses that are currently being carried out can be carried out properly.

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