

## Implementation Of State Owned Goods Management Policy In Makassar City port Authority Office

Muhammad Rizky Rachmadi  
Administrasi Publik, Universitas 17 Agustus 1945 Surabaya  
Correspondent Email: rizkyrachmadi52@gmail.com

### ABSTRACT

This study aims to describe the Implementation of State Property Management Policy at the Main Port Authority Office of Makassar City. And analyze it by adjusting it to the theories that are in the implementation model literature of George C. Edward III. The results of this study used indicators of success according to the theory of George C. Edward III, namely: (1) Communication (2) Resources (3) Disposition or Attitude of Executors (4) Bureaucratic Structure. The researcher chose to refer to the Policy Implementation theory, because according to the researcher this theory was relevant to the problems the writer encountered while in the field and was easy to understand and more appropriate for measuring the success of an implementation in the management of State Property at the Makassar Main Port Authority Office. Because this theory has four indicators that are related to each other, so if one of these components fails, the policy implementation cannot run optimally. Because the practical implementation of the policy requires the existence of several related components so as to make it directed. Data collection techniques with interviews, observation, and documentation. This research is a descriptive qualitative research.

**Keywords:** Policy Implementation, State Property

### INTRODUCTION

Policy implementation is an activity that is seen after a legitimate directive has been issued from a policy which includes efforts to manage inputs to produce outputs or outcomes for the intended parties. Conceptually implementing a policy can be said to be a process of collecting natural, human and cost resources and followed by determining the actions that must be taken to achieve the policy objectives.

State Property, namely state assets that can be bought or received through the costs of the State Revenue and Expenditure Budget (APBN) or also the results of other legal acquisitions and are restricted in use, intended to carry out the main work and ministry functions. on the purpose of BMN based on Law Number 1 of 2004 which

explains related to the State Treasury, explaining that the meaning of state property is all goods obtained or purchased from the burden of the State Budget and other legitimate acquisitions. Covering the purpose of other legitimate acquisitions, listed in Government Regulation number 6 of 2006 and number 38 of 2008 regarding the revision of Government Regulation number 27 of 2014 regarding BMN/D Management it is explained that assets obtained from gifts or grants or the like, embodiment in contracts or agreements, regulatory certainty in laws, and court statements that have obtained permanent legal force. Then handling and managing state property is carried out in accordance with functional principles, legal certainty, transparency, openness, accountability, efficiency, and certainty of value. As for several processes in managing State Property, namely carrying out needs planning and budgeting, procurement, use, utilization, maintenance, security, appraisal, deletion, administration, transfer, as well as guidance, control, and overseeing the course of activities, according to what has been stated in Article 3 Government Regulation number 6 of 2006.

In order to support the implementation of the Government's operational work, State Property has a much needed contribution. Assets which include land and buildings as well as other goods are facilities and infrastructure to carry out the main obligations and functions of the government. The majority of state property is obtained through the APBN, which is a fund from the people, therefore it is necessary to be responsible for managing state property in line with absolute Government Accounting Standards and Laws and Regulations are applied to optimize accountability and transparency when managing state finances. State assets that must be properly regulated and maintained are State Assets. In managing the State's assets, it has a strategic role, namely using and utilizing State property for national needs. Mardiasmo, (2002) explains that there are three basic principles in managing the assets of the State, namely: (1) proper planning, (2) implementation/utilization as well as efficiency and effectiveness, and (3) monitoring (monitoring). Therefore asset management is needed by stakeholders in charge of managing BMN at the Makassar Main Port Authority Office so that they can manage and utilize state assets owned by the Agency.

The government or related agencies have the obligation to protect and secure State Property which consists of physical security, administrative security, an administrative system is needed that can make control (Control) of State Property useful as a means of control, even this administration system must be able to complete the needs. As for the goods that must be handed over to the goods manager, namely BMN which is not needed to carry out tasks or carry out tasks.

Makassar Main Port Authority Office Has functions and duties in implementing, controlling and overseeing the course of port activities at commercially operated ports. The Makassar City Main Port Authority is one of the agencies required to carry out activities to manage state property according to what has been stated in the law. The Makassar Port Authority Office owns State Property which originates from the APBN or other legal proceeds, which are required to be managed effectively. State Property must be used as much as possible so that it is beneficial to users or related agencies. Therefore

the Makassar City Main Port Authority Office implements policies so that activities in the management of BMN can run optimally and the policies given can be realized properly. The obstacles encountered at the Makassar Main Port Authority Office in carrying out the maintenance of this State Property are the lack of discipline and the lack of responsible attitude of employees as BMN users in the office and inadequate regulations regarding the use and maintenance of BMN. Of course, these obstacles can have an impact on the goods being managed to be ineffective in their use and maintenance. Goods that are not properly organized and lack of responsibility from the users of the goods will result in the goods being lost, damaged or even neglected. This is of course very detrimental because the State can be burdened with replacing abandoned assets if they are not used in an orderly manner.

This research was conducted to find out the results of implementing the policy used as a reference for the Makassar Main Port Authority Office, referring to Government Regulations Number 6 of 2006 and Number 38 of 2008 which have been amended to become Government Regulation Number 27 of 2014. As well as adapting them to the theories included in implementation model literature according to George C. Edward III. Has the management of BMN activities at the Makassar Main Port Authority Office been running optimally or has the policy been implemented properly, according to the indicators of success according to Edward III's theory which consists of four indicators including: (1) Communication (2) Resources (3) Disposition (4) Bureaucratic Structure.

## **METHOD**

This study uses a qualitative research method where qualitative research as a scientific method is often used and carried out by a group of researchers in the field of social sciences, including education. A number of reasons were also put forward which in essence is that qualitative research enriches the results of quantitative research. Qualitative research is conducted to build knowledge through understanding and discovery. Qualitative research approach is a process of research and understanding based on methods that investigate a social phenomenon and human problems. Given that this research aims to understand and interpret various phenomena that exist or occur in reality as a characteristic of qualitative research, in this case how the process of managing State Property (BMN) is, the researcher uses a descriptive qualitative research method.

## **RESEARCH RESULTS AND DISCUSSION**

### **FINDING AND DISCUSSION**

#### **1. Communication**

Edward III's opinion on communication is "the first imperative for good policy implementation is that those who carry out decisions must understand what they need to do." The success of policy implementation has a requirement that implementers understand what they need to do. In order for communication activities to be carried out properly and to be understood carefully by policy implementers, the goals and objectives of the policy must be transmitted to the

target group or target groups. In implementing the management of State Property at the Makassar City Main Port Authority Office referring to Government Regulation Number 27 of 2014, and in order to increase understanding, ability, skills and knowledge especially for officers in charge of managing goods that regulate State Property, it must create policy communication the good one. In budgeting, monitoring, procurement activities, the elimination of BMN has gone quite well, but there are communication problems in the maintenance of BMN. The implementation of communication activities carried out in the State Property Management Section is that there is still miscommunication from the Asset Management and State Property Management section with Users of State Property regarding the frequency of goods/assets being moved by users of State Property in the office.

It is better to first give permission or report to the sub-section of BMN and coordinate those related to the transfer of State Property prior to carrying out the transfer of said State Property. Because of this, BMN employees often find it difficult to check goods because the goods have moved without their knowledge. Of course this is not in line with Edwards III's theory which states that implementation can be carried out properly if the goals and measures of the policy are understood by individuals who are responsible for achieving the policy goals. At this time, the Division of State Property Management as an active executor in managing State Property and assets at the Makassar Main Port Office routinely holds coordination meetings and agreements between sections and between all elements related to the management of State Property, the cycle is held once to twice in one week. For the sake of realizing a maximum maintenance of State Property. Because according to Carl Hovland explained that communication is the process of changing the behavior of other people (Effendi, 2009: 10), communication is a process when individuals transmit stimuli to change the behavior or attitudes of other individuals. Although this is not easy because good communication within the organization is something that is complex and complicated. However, the division in charge of managing State Property always intends to create good communication in other ways.

The holding of routine discussions, for example coordination meetings of BMN management employees at the Makassar Main Port Authority Office with officials related to the management of Property, has been carried out both in formal and informal events and the cycle is held once to twice a week. Communication that is implemented at a meeting is often carried out by State Property Managers and Property Users, while annual routine checks are carried out by BMN employees on goods used by users of goods in offices such as electronic goods and office operational vehicles.

Everett M. Rogers and Lawrence Kincaid (Rogers & Kincaid, 1981) explain that communication is a process in which two or more people form or exchange information between each other, which in turn results in deep mutual understanding. Every time carrying out discussions in forums, it is always explained in these activities all the obstacles encountered while in charge of managing State Assets and Property,

especially those caused by the absence of effective communication so that BMN management activities can run effectively and there is no miscommunication.

## 2. Resources

According to Edward III (Widodo, 2011) resources are things needed in implementing good policies. In order to pay attention to the extent to which resources affect policy implementation, the following describes some of the indicators used:

### a. Human Resources (HR)

Human resources are the main resource for implementing policies, namely staff or employees. The human resources assigned to manage State Property at the Makassar City Main Port Authority Office are deemed sufficient and effective when carrying out State Property management activities. So far there have been no problems in carrying out the task because BMN employees are competent in their field. Werther and Darwis (1996) explain that human resource development is a factor that is becoming increasingly important in organizations. Human resource development prepares individuals to be responsible for future work. Besides that, it is an effective way to deal with several challenges including employee obsolescence, sociotechnical changes and workforce turnover. Therefore, regarding the strategy to improve the quality of human resources at the Makassar Main Port Authority Office, from the results experienced by the author in the field and interview results, it is stated that Bimtek (technical guidance) and online and offline training are routinely held, led directly by the Minister of Finance. This is in accordance with Edwards III's theory, namely the need for effective HR management in order to increase the effectiveness of program performance and to run smoothly.

### b. Information

Anggraeni and Irviani (2017:13) explained that "information is a collection of facts or data that is processed or grouped in a certain way so that it has meaning for the recipient". Information is a resource needed for policy implementation. The form of information is information related to how efforts to complete policies/programs and implementers need to understand what actions must be carried out. The reality in the field and the results of the interviews show that the central level often holds socialization related to managing BMN properly and understands government regulation No. 27 of 2014 which regulates BMN management. So that implementers understand and can complete tasks in the field efficiently.

### c. Authority

Generally, to execute an order, authorization must be formal. Authority is the authority or legitimacy of an enforcer in carrying out a politically determined policy. The results of the interviews show that the implementation of the duties and authorities of the Makassar City Main Port Authority Office in managing State

Property has been well realized. As for the authority of stakeholders in the implementation of the management of State Property, namely:

1. Head of the Makassar Main Port Authority Office as the proxy for goods users, namely officials assigned by the Minister of Finance to use goods for offices that are under his control
2. Subdivision of BMN Makassar Main Port Authority Office assigned by the goods user power in managing BMN in accordance with their duties and functions
3. The Renbang Subdivision (Planning and Development) has the task of planning and drafting a budget for the procurement of State Property for offices

d. Facility

As explained by Zakiah Daradjat (2012: 230) that facilities are all things that can facilitate efforts and provide smooth work in order to achieve a goal. From the results of interviews with the Material Treasurer of the BMN section, the fulfillment of facilities at the Makassar Main Port Authority Office was very adequate. Activities in the field and in the office can be carried out easily and smoothly with the availability of adequate facilities. Even for the Material Treasurer of the BMN section, the facilities provided by the office were quite excessive. Because the Makassar Main Port Authority Office always revises the budget for the procurement of new goods, even though it is considered more than sufficient. The results of this study are certainly in line with Edwards III's theory because the facilities needed to carry out policies/programs must be fulfilled, without adequate facilities, it will be difficult for the program to be implemented effectively.

3. Disposition (Executor's Attitude)

Edward III explained in Indiahono (2009:32), that disposition is showing characteristics that are closely attached to policy/program implementors. Disposition is something that definitely needs to be grown in each individual in managing assets and State Property at the Makassar Main Port Authority Office. Because it cannot be denied that the success and development of policy implementation in managing state-owned goods and assets at the Makassar Main Port Authority Office is very dependent on whether or not the attitude of the managers or implementers is good or bad so that the implementation can be successful and run optimally. From the results of the author's interview with the BMN Material Treasurer, it was found that the attitude of the executors possessed by employees in charge of managing assets and BMN at the Makassar Main Port Authority Office is honesty in carrying out tasks, responsibility, high work motivation and quality human resources in the BMN subsection.

However, there are obstacles encountered in the process of implementing the policy for managing State Property, namely some employees using goods who are less

responsible as users of goods. For example, after borrowing or using an item, it often happens that the item is not returned to its place.

So that when you are going to use other employees' items, you have to look for these items first. Of course this kind of attitude is very detrimental to employees and other staff on duty. This is contrary to what was explained by Edward III, namely that policy implementers must not only understand what will be done, but must also have the ability and responsibility to carry it out. This attitude must be maintained and developed into a shared character so that the vision and mission objectives of the institution can be achieved as a whole. But if the implementer does not have a good attitude or behavior then all work and activities in managing State Property cannot run optimally.

#### 4. Bureaucratic Structure

Described by Peter A. Blau and Charles H. Page (1956), that the purpose of the bureaucracy is a type of organization that is intended to fulfill large administrative tasks, namely by means of systematically coordinating the work carried out by many individuals. In order to implement policies, the bureaucratic structure has significant power regarding the success or failure of policy implementation. Therefore, the bureaucratic structure is one of the important elements for the success of activities and results of policy implementation in managing State Property at the Makassar Main Port Authority Office. It is this bureaucratic structure that determines the assignment of each task in a unit or agency to carry out their main work as well as their own work. The bureaucratic structure also separates the sat section and other sections in order to create a vision and mission for the Agency as in the Makassar Main Port Authority Office.

Regarding the results of interviews and what was found in the field, it was concluded that the bureaucratic structure in carrying out BMN management was going well, the process of implementing policies in the office to manage BMN with related parties from top to bottom was running well, without overlapping tasks in carrying out tasks. The applicable SOP has also been planned and made in such a way as to facilitate and serve as a reference for employees of the BMN Subdivision in managing goods. Because according to Edward III's opinion that the bureaucracy for a policy implementer is obliged to be able to assist policies that have been stated politically by way of good coordination.

## CONCLUSION

From the results of the research that has been done, it can be concluded that the State Property Management System for the Main Port Authority Office of Makassar City has been effective in its implementation and has implemented the policy properly, as follows:

1. The implementation of the policy for managing State Property at the Makassar Main Port Authority Office has so far been going well in accordance with the policies listed in Government Regulation Number 27 of 2014 which regulates the Management of

State Property and is used as a reference for employees to carry out their duties . Human resources in charge of managing BMN have so far carried out their duties properly and competently. As well as a bureaucratic structure that runs well where the process of implementing policies in the office to manage BMN with related parties from top to bottom runs well, without overlapping tasks in carrying out tasks. The applicable SOP has also been planned and made in such a way as to facilitate and serve as a reference for employees of the BMN Subdivision in managing goods.

2. Inhibiting Factors:

a. Communication

In carrying out BMN control activities, there are problems encountered by BMN members, namely the lack of communication and responsibility from other employees in using BMN, for example, not obtaining prior permission before transferring goods to the person in charge. This resulted in difficulties for members of the BMN Subdivision in carrying out annual BMN checks because the items were not in their place and they had to collect items one by one to be returned to their original place and an annual check was carried out.

b. Disposition

In maintaining BMN there are several employees who use goods which reflect their irresponsible attitude as users of goods. For example, after using or borrowing an item, it often happens that the item is not returned to its original place. So that when other employees are going to use the item, they have to look for the item first and worse it can result in the loss of the item. Of course, this kind of attitude is very detrimental to the agency and other employees on duty.

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