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## Management of Regional Property in Tomohon City Government

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**Abstract.** Regional Property is one of the important elements in the administration of government and services to the community. Therefore, Regional Apparatus Organizations need to manage Regional Property properly. This study aims to describe and analyze the process of preparing Regional Property Requirement Plans (RKBMD) by Regional Apparatuses in Tomohon City. This study used qualitative research methods. The research locations were 4 (four) regional apparatuses, namely the Regional Health Office of Tomohon City, the Regional Office of Education and Culture of Tomohon City, East Tomohon District and the Regional Property Management Sector of the Regional Revenue and Financial Management Agency of Tomohon City. The focus of the research is how the implementation of the Minister of Home Affairs Regulation concerning the Management of Regional Property in the process of preparing the Plan for Requirements for Regional Property (RKBMD), especially Equipment and Machinery from 4 (Four) Regional Apparatus Organizations within the Tomohon City Government. the management of regional property in the Tomohon City Government, in this case the preparation of the Regional Property Needs Plan (RKBMD) in the Tomohon City Government, has not gone well. This is because of the 4 (four) aspects studied, it explains that the main obstacle in the communication aspect is socialization, when viewed from the main resource aspect it can be concluded that the lack of human and budgetary resources is an obstacle in the resource aspect, and in aspects of disposition can be seen from the lack of awareness in carrying out responsibilities as regional property management officials and on aspects of the bureaucratic structure where the lack of understanding of SOPs regarding the preparation of Regional Property Needs Plans (RKBMD).

**Keywords.** Management, Regional Property Requirements Plan, Tomohon City Government

### A. Introduction

Since the enactment of Government Regulation of the Republic of Indonesia Number 27 of 2014 in lieu of Government Regulation of the Republic of Indonesia Number 6 of 2006 concerning the Management of State/Regional Property, there have been several technical changes related to the Management of State/Regional Property. By looking at the current situation and development of modernization, it is necessary to optimally manage State/Regional Property.

In the Regulation of the Minister of Home Affairs Number 19 of 2016 concerning Guidelines for the Management of Regional Property, it explains that the management of

Regional Property is the whole activity which includes planning needs and budgeting, procurement, use, utilization, security and maintenance, assessment, transfer, destruction, deletion, administration, coaching, supervision and control. Article 18 paragraph (1) confirms that planning for the need for Regional Property is prepared by taking into account the needs for implementing the duties and functions of Regional Apparatuses and the availability of existing Regional Property. Planning for the need for Regional Property must be able to reflect the real need for Regional Property in the Regional Apparatus Organization so that it can be used as the basis for preparing the Work Plan for Regional Property[1].

Regional Property is one of the important elements in the administration of government and services to the community. Therefore, Regional Apparatus Organizations need to manage Regional Property properly. In managing Regional Property, Regional Governments must consider various aspects starting from needs planning, procurement, administration, utilization, maintenance and security to supervision so that Regional Property is able to make an optimal contribution to the Regional Government concerned (Supit & Lumingkewas, 2023) [2]. Therefore, Regional Property must be properly managed by the Tomohon City Government.

Various public studies and analyzes inform that the management of Regional Property often does not receive serious attention from the executive, legislature and community groups when compared to the management of Regional Finances, even though the management of Regional Property is as important as the management of Regional Finances.

Based on the Regulation of the Minister of Home Affairs Number 19 of 2016 concerning Guidelines for the Management of Regional Property, the cycle of managing Regional Property begins with planning needs, both procurement, maintenance, utilization, transfer and disposal. The document prepared for planning the need for Regional Property is in the form of a Regional Property Needs Plan (RKBMD).

The process of making a Plan for Requirements for Regional Property Needs (RKBMD) is carried out every year after the Regional Apparatus Work Plan (RKPD) is determined before the establishment of the General Budget Policy and Calculation of the Temporary Budget Ceiling (KUA-PPAS). In the stages of preparing the RKPD according to Minister of Home Affairs Regulation Number 86 of 2017 concerning Procedures for Planning, Control and Evaluation of Regional Development, Procedures for Evaluation of Draft Regional Regulations concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Changing Development Plans Regional Long Term, Regional Medium Term Development Plans, and Local Government Work Plans. The process of making the Regional Property Needs Plan (RKBMD) together with the Discussion of the Final Draft RKPD Formulation with the Commission in the Interactive Legislative - Executive Interactive Dialogue Forum which is held in the third and fourth weeks of May.

Taking into account the preparation time until the determination of the RKBMD specifically for the procurement of Equipment and Machinery no more than 2 (two) months. This causes frequent delays in proposals from Regional Apparatuses and the contents of the proposed RKBMD do not reflect the real needs of the relevant Regional Apparatuses, for example in the Tomohon City Education and Culture Office, the Tomohon City Health Office, and several sub-districts in Tomohon City, in budget 2020-2022.

So to examine the process of making the RKBMD for the procurement of Equipment and Machinery, the author is interested in conducting further research with the title: "Implementation of the Minister of Home Affairs Regulation concerning the Management of Regional Property in the Tomohon City Government" with a research focus on the process of preparing the Regional Property Needs Plan (RKBMD) ) special procurement of Equipment

and Machinery for 4 (four) Regional Apparatus Organizations within the Tomohon City Government, namely the Regional Health Service, the Regional Education and Culture Office, East Tomohon District and the Regional Property Management Sector of the Regional Revenue and Financial Management Agency of Tomohon City. This study aims to describe and analyze the process of preparing Regional Property Needs Plans (RKBMD) by Regional Apparatuses in Tomohon City.

## **B. Literature review**

### **Public Policy Concept**

Santoso in Masengi et al. (2023) states that policy is a set of ideas or goals implemented by the government or an idea and goals to be achieved by each organization [3]. This concept is in line with what was stated by Udoji in Dilapanga et al. (2023) that policy implementation is more important than just making policies. If it is not implemented, it doesn't matter how good the policies that have been made, these policies will only become dreams or good plans that are stored neatly in the archives [4].

According to Agustino (2006) in Sutmasa (2021), public policy is what the government chooses to do or not to do [5]. From this definition we can get an understanding that there is a difference between what the government does and what the government actually has to do. Furthermore, according to Tangkilisan (2004) in Prakoso (2021), public policy is matters related to why the government must do regarding the problems that are being faced [6]. This opinion sees that policy is more oriented towards the duties and obligations of the government to make a policy. This concept has a higher level of truth because under government or political conditions what is planned may not necessarily be implemented. Howlet and Ramesh in Sudrajat (2021) state that actors in public policy can mean individuals or groups, where these actors are involved in certain conditions as a policy sub-system [7].

Types of public policies according to Sutopo and Sugiyanto (2001) in Rorong et al. (2016) are 1) Substantive and Procedural Policies, namely a policy seen from the substance of the problems faced by the government and the parties involved in the formulation of the policy; 2) Distributive, Retributive, and Regulatory Policies, namely a policy that regulates the provision of services/benefits to individuals or groups, companies, regulations regarding the transfer of wealth allocation, ownership, rights and arrangements regarding the provision of goods goods/services by private parties; 3) Material Policy, which is a policy that regulates the allocation/provision of real material sources for receipts; 4) Public Good and Private Goods policies, namely a policy that regulates the provision of goods and services by the government, for the benefit of the people and arrangements regarding the provision of goods/services by private parties [8].

### **Public Policy Implementation**

Public policy includes formulation, implementation, evaluation and impact. A public policy formulation will not have an impact if it is not implemented in the form of concrete actions on the ground (Masengi et al., 2023) [9]. Even though, as previously stated by experts, not all public policy implementations have been successful, nevertheless, every policy that has been set must still be implemented. According to Dwijowijoto (2005) in Yandri et al. (2018) that the implementation of a policy is in principle a way for a policy to achieve its goals, neither more nor less. The implementation process begins with the policy itself where goals and objectives are set. The implementation process will vary according to the nature of the policy [10].

Hogwood and Gun in McConnell (2015) argue that implementing a policy requires several conditions, namely 1) With regard to guarantees that the external conditions faced by implementing agencies/agencies will not cause major problems; 2) Are sufficient resources available for its implementation; 3) Does the required combination of resources really exist; 4) Is the policy to be implemented based on a reliable casual relationship; 5) How many causality relationships occur. The assumption is that the fewer causal relationships, the higher the results desired by the policy can be achieved; 6) Is a small dependency relationship; 7) In-depth understanding and agreement on goals; 8) The objectives have been detailed and placed in the right order; 9) Clear tasks and clear priorities are the key to the effectiveness of policy implementation [11].

According to George Edward III in Setyawan et al. (2021), the variables that support the success of a policy implementation are Communication, Resources, Disposition or Attitude, and Bureaucratic Structure [12]. Meanwhile, Abdul Wahab (2021) suggests that the risk of failing to implement public policy can be traced to three domains, namely 1) bad execution; 2) The policy itself is bad (bad policy); and 3) The policy had bad luck [13].

### **Regional Property Needs Planning**

According to Tjokroamidjojo in Pereira et al. (2015), planning in the broadest sense is a process of systematically preparing activities to be carried out to achieve a certain goal [14]. Planning is a way of how to achieve goals as well as possible with existing resources so that they are more effective and efficient. According to Terry in Chasanah and Nurcahyanto (2019), planning is an effort to select and connect facts and make and use assumptions about the future by describing and formulating activities to pay attention to in order to achieve the desired results [15].

Planning can be carried out in various fields, but not all plans are development plans related to development policies, so the government acts as a driving force for development, this is related to the definition of planning which is an effort by public institutions to make development policy directions that must be carried out in an area both in the country and in the region based on the advantages and disadvantages possessed by the region.

Nugroho (2003: 119) in Hidayat (2016) suggests that Management is a term used in management science. Etymologically, the term management comes from the word "management" and usually refers to the process of managing or handling something to achieve certain goals [16]. Meanwhile Terry (2009:9) in Tumewu et al. (2021) argues that management is the same as management so that management is understood as a process of discriminating between planning, organizing, actuating and controlling by utilizing both science and art in order to complete predetermined goals [17].

Based on Minister of Home Affairs Regulation No. 19 of 2016 concerning Guidelines for the Management of Regional Property, Assets or Regional Property are all regional assets, whether purchased or obtained at the expense of the Regional Revenue and Expenditure Budget or originating from other legal acquisitions, both movable and immovable along with parts -the part. Meanwhile, according to Statement of Financial Accounting Standards (PSAK) No. 16 In the 2011 revision, assets are all wealth owned by individuals or groups, tangible or intangible, which has value and has benefits for every person, institution or company (Pontoh et al., 2016) [18].

According to the Regulation of the Minister of Home Affairs of the Republic of Indonesia No. 19 of 2016 concerning Guidelines for the Management of Regional Property, Needs Planning is an activity to formulate details of the needs of Regional Property to link past

procurement of goods with ongoing conditions as a basis for carrying out future actions while the Regional Property Requirements Plan is a Needs Planning Document Regional Property for a period of 1 (one) year. Planning for regional property includes planning for procurement, planning for maintenance, planning for utilization, planning for the transfer and planning for the disposal of regional property. This planning process is made on the basis of the availability of existing assets, therefore asset monitoring is needed to monitor the assets of each Regional Apparatus Organization. In carrying out an asset plan cannot be separated from budget problems, where the budget is one of the supporting ways to carry out a plan.

Based on the Regulation of the Minister of Home Affairs Number 108 of 2016 concerning Classification and Codification of Regional Property, the classification and codification of Regional Property for Fixed Assets consists of eleven types, namely 1) Inventory; 2) Land; 3) Equipment and Machinery; 4) Buildings and Buildings; 5) Roads, Irrigation and Networks; 6) Other Fixed Assets; 7) Construction in progress; 8) Accumulated Depreciation; 9) Partnership Assets with Third Parties; 10) Intangible Assets; 11) Other Assets (Sendouw et al., 2023) [19].

According to M. Yusuf (2013: 70) in Zulkifli and Winarko (2019), Equipment and Machinery are fixed assets/goods that are generally used for the benefit of internal government operations, such as tools used to transport waste from garbage piles to garbage trucks [20]. The means of transportation in the form of minibus vehicles are used for echelon I, II, and III officials' vehicles. This is in accordance with the standards set by the Minister of Home Affairs Number 11 of 2007, while other minibus vehicles can also be used as long as they are for official operational purposes which support the main tasks of the Regional Apparatus Organization.

The management of regional property in the Tomohon City Government is carried out based on the Tomohon City Regional Regulation Number 2 of 2021 concerning the Management of Regional Property of the City of Tomohon which regulates the scope of management of regional property including a) Officials managing regional property; b) Needs planning and budgeting; c.) Procurement; d) Use; e.) Utilization; f.) Security and maintenance; g) Assessment; h) Transfer; i) Extermination; j) Deletion; k) Administration; l) Development of supervision and control; m) Management of regional property in SKPD using the pattern of financial management of the Regional Public Service Agency; n) Regional property in the form of a state house; and o) Compensation and sanctions.

### **C. Methods**

This study used qualitative research methods. This method is easily adapted to the realities on the ground, and presents directly the nature of the relationship between researchers and respondents and easily adapts to research situations. The focus of the research is how the implementation of the Minister of Home Affairs Regulation concerning the Management of Regional Property in the process of preparing the Regional Property Needs Plan (RKBMD), especially Equipment and Machinery from 4 (Four) Regional Apparatus Organizations in the Tomohon City Government, namely the Tomohon City Regional Health Office, Regional Office of Education and Culture of Tomohon City, East Tomohon District and Regional Property Management Sector Regional Financial and Revenue Management Agency of Tomohon City.

Data collection techniques using observation, interviews and documentation. The data analysis technique used is the Miles and Huberman model, namely data reduction, data presentation, conclusion and verification.

#### **D. Results and discussion**

In this study to determine the implementation of regional property management policies in the City Government of Tomohon by looking at four main elements, namely: (1) Communication/Socialization, (2) Resources, (3) Disposition or Attitude and (4) Bureaucratic Structure.

##### **Communication/Socialization**

Communication in the form of socialization of the process of preparing the Equipment and Machinery Requirement Plan for Regional Property Requirements (RKBMD) is carried out by the Regional Property Management Sector of the Regional Revenue and Financial Management Agency of Tomohon City to the Goods Administration Officer and Goods Management in Regional Apparatuses so that policy implementers can work together to achieve successful policy implementation. From the data, it was found that socialization regarding regional property management policies from 2015 until now was carried out only once in 2017 in the form of technical guidance on regional property management located at the Sutan Raja Minahasa Utara Hotel from 16 to 17 October 2017.

Even though in principle efforts to communicate a policy have been made, it can be said that it has not been maximized, because the implementation of socialization/technical guidance is not carried out every year so there are still some implementations in the field that are less than optimal. According to the results of observations and interviews, socialization regarding the management of regional property is rarely carried out in official activities to employees in the Tomohon City Government. The socialization that was built was only limited to delivering verbally and in writing to the SKPD, so what is the demand from the Minister of Home Affairs Regulation Number 19 of 2016 concerning Guidelines for the Management of Regional Property, which includes regulations or policies regarding the preparation of Regional Property Needs Plans (RKBMD) not optimal.

Based on the findings of the research results in the field, several problems were obtained, including 1) The preparation of the Regional Property Requirement Plan (RKBMD) had been carried out but was not optimal due to the lack of formal socialization regarding these activities due to budget constraints; 2) The preparation of Regional Property Needs Plans (RKBMD) has not been optimal and in accordance with the stages due to the lack of socialization and technical guidance from related technical fields; 3) Because the number of needs for regional property is quite a lot so that the preparation of the Regional Property Requirement Plan (RKBMD) cannot be carried out optimally due to a lack of formal socialization activities. Submission of activity information only orally and in writing; 4) There is still a lack of understanding of the importance of the process of managing regional property and asset management procedures as regulated in accordance with applicable regulations due to the lack of socialization regarding the management of regional property in the context of preparing Regional Property Needs Plans (RKBMD) to employees who carry out property management belongs to the area.

There is a need for socialization or at least communication between officials who manage regional property and the management of existing goods on an ongoing basis. Communicating organizational goals properly and correctly will speed up and facilitate optimal achievement of goals. Communication is what determines between organizations, individuals, groups in the implementation of an activity. The regional property management policy in the context of preparing the Regional Property Requirement Plan (RKBMD) aims to make the guidelines for preparation understood by each individual who is responsible for policy

performance in order to achieve the desired goal, namely the preparation of the Regional Property Requirement Plan (RKBMD) which is managed to produce accurate data.

The implementation of a policy, especially the management of regional property in the Tomohon City Government, needs clarification on the basic dimensions and objectives of the policy. Accuracy of communication with executors and consistency or uniformity of basic measures and objectives communicated using information sources. Another important thing is that in formulating downward messages for communicators in conveying information it must be clear.

Efforts to support the efficient and effective management of regional goods/assets and to create transparency in regional goods/asset management policies, it is hoped that local governments need to make effective use of a management information system that is comprehensive and reliable as a tool for decision making. The regional goods/assets management information system also contains a data base of goods/assets owned by the Tomohon City Government. The system is useful for generating accountability reports. In addition, this information system is also useful as a basis for making decisions regarding the need for procurement of goods and estimation of capital expenditure needs in preparing the regional income and expenditure budget (APBD).

George Edward III's policy implementation model is the Top Down model, which means that in the communication dimension the main focus is transmission, clarity and consistency [12]. In order to equate the perceptions and integral steps of all work units in the Tomohon City Government in the implementation of Regional Property Management policies in the context of preparing Regional Property Needs Plans (RKBMD), as well as to increase understanding, knowledge, abilities and skills especially for Property Management Officials Owned by the Regions, therefore it is necessary to create good policy communication. Routine meetings such as outreach, technical guidance, coordination meetings between the responsible Technical Section and officials managing Regional Property in the Regional Apparatuses of the Tomohon City Government have not been carried out optimally, lack of formal socialization/technical guidance activities has resulted in non-achievement of organizational goals Tomohon City Government in the preparation of the Regional Property Requirement Plan (RKBMD).

### **Resources**

The human resource factor has a very important role in implementing regional property administration policies, because no matter how clear and consistent the provisions or rules of a policy are, if the personnel responsible for implementing the policy lack the resources to do the job effectively, then the implementation of the policy will not run effectively. The success of policy implementation is highly dependent on the ability to utilize available resources. Humans are the most important resource in determining the success of a policy implementation.

Based on the results of observations and interviews in the field, the preparation of the Regional Property Needs Plan (RKBMD) is greatly influenced by Human Resources and Budget Availability. Important sources in the management of regional property in question include managers having the expertise and ability to be able to carry out the task of managing regional property, the feasibility of the number of staff needed and the expertise that must be possessed with the tasks to be carried out and sources of funds to finance the operationalization of property management regional property in the context of preparing Regional Property Requirement Plans (RKBMD), the lack/unavailability of these resources means that regional property management will not be carried out optimally.

Based on data in the field, it was found that 1) The lack of human resources who have the capability in preparing Regional Property Needs Plans (RKBMD) is caused by frequent mutations and an inadequate budget to support the implementation of these activities; 2) There is still a lack of human resources who have the quality and skills in managing Regional Property and the absence of a budget is the cause of the lack of employee motivation to carry out these tasks; 3) The workload of the property manager is large, causing delays in the preparation of the Regional Property Needs Plan (RKBMD); 4) The process of preparing the Plan for Requirements for Regional Property Needs (RKBMD) experienced delays due to the fact that the management of the goods also carried out basic tasks and other functions and for these activities was not budgeted in the Budget Implementation Document (DPA) of East Tomohon District.

Researchers can conclude that the human resources in the Tomohon City Government have not been able to support the optimal management of regional property due to limited resources both in terms of quantity and quality.

According to George Edward III in Mea et al. (2022) explained that policy implementation must be supported by human resources, materials and methods. If the implementor lacks the resources to carry out the implementation, it will not run effectively and efficiently. Without resources, policies cannot realize problem solving in the community and efforts to provide services to the community [21].

Resources are an inseparable part in determining success and a process in the implementation of Regional Property Management in the context of preparing Regional Property Needs Plans (RKBMD). From the results of the interviews, it was found that this was also experienced by the Regional Property Management Sector of the Regional Revenue and Financial Management Agency of the City of Tomohon, in which the human resource and budget factors were the main issues in the management of regional property in the context of preparing the Regional Property Needs Plan (RKBMD). ) because in the area of regional property management, the Regional Revenue and Financial Management Agency of Tomohon City, the budget available for these sub-activities is not sufficient and in each regional apparatus there is still a shortage of human resources both in quality and quantity and the absence of a supporting budget for the implementation of these activities. . Therefore, these resource factors must receive more priority so that the performance of the Tomohon City Government in managing regional property can be more optimal.

### **Disposition**

Disposition or commonly known as the attitude of the executor is something that absolutely must be grown in the person of each manager of regional assets and property in the Tomohon City Government. Because it is undeniable that the success and success of the management of Regional Property in the context of preparing the Regional Property Needs Plan (RKBMD) in the Tomohon City Government is very dependent on the good or bad attitude of the managers to succeed and optimize the implementation.

The management of regional property in the Tomohon City Government is carried out by the Regional Secretary as the Regional Property Manager who is assisted by the Head of the Regional Financial and Revenue Management Agency as the Property Management Officer, Head of the Regional Apparatus Organization (OPD) as the Property User, Head of the Regional Technical Implementation Unit ( UPTD) as the Proxy of the User of the Goods, the Head of the Regional Property Management Division of the Regional Financial and Revenue Management Agency as the Manager of the Property Manager, the Head of Certain Functional

Subdivisions/Positions (JFT) as the Regional Property Administration Officer, and the Goods Manager of each Regional Device.

Based on observations and interviews in the field, there were several problem findings, namely 1) Submission of Proposals for Regional Property Requirements Plans (RKBMD) from Regional Apparatus Organizations often experienced delays and their contents did not reflect the real needs of agencies causing delays in the preparation of Regional Property Requirements Plans (RKBMD). City; 2) The lack of responsibility of the Property Administration Officer and the Property User in conducting a review of the proposed Regional Property Needs Plan (RKBMD); 3) Regional Property Management Officials at Regional Apparatuses have not carried out their main tasks and functions optimally in preparing Regional Property Needs Plans (RKBMD); 4) The preparation of the Regional Property Requirement Plan (RKBMD) for East Tomohon Subdistrict often experiences delays due to delays in the proposal for the Kelurahan Regional Property Needs Requirement Plan (RKBMD) because it does not yet have an employee assigned to this task. Based on these findings, the researcher concluded that the responsibility of the regional apparatus manager whose job is to submit proposals for the Plan for Requirements for Regional Property in Tomohon City is still very weak. Officials who are obliged to prepare RKBMD have not carried out their main tasks and functions optimally.

An attitude of responsibility must be developed into a shared behavior so that organizational goals can be achieved as a whole (Pramudyo, 2013) [22]. Even though it is supported by the best infrastructure resources, highly educated and highly qualified Apparatus Resources, a bureaucratic structure that can divide tasks evenly, but if the executors do not have a good attitude then the process of managing Regional Property, in this case the preparation of the Goods Needs Plan Regional Property (RKBMD) will not be optimal.

### **Bureaucratic Structure**

The bureaucratic structure has a very significant influence on policy implementation. One of the most basic structural aspects of a bureaucracy is the basic standard operating procedure (SOP). SOP is very useful to overcome the general situation in the public bureaucracy. The SOP used is very helpful for executors in utilizing the available time and SOP is also useful for aligning the steps or actions of each work unit. If this SOP is implemented effectively in the Tomohon City Government, the implementation of regional property management policies, in this case including the preparation of the Regional Property Requirement Plan (RKBMD), will run optimally. Knowing these conditions, of course, is based on facts in the field, namely the answers from informants as facts to prove the extent to which the bureaucratic structure has an influence on policy implementation.

Based on the results of the study it was found that 1) The preparation of the Requirement Plan for Regional Property Requirements (RKBMD) has not been implemented by some Regional Apparatuses in Tomohon City based on the Decree of the Head of the Regional Revenue and Financial Management Agency for Tomohon City Number 03/SOP/BMD/VIII-2022 which is the reference in the preparation of Regional Property Needs Plan (RKBMD); 2) Ignorance of the existence of an SOP for the preparation of the Plan for Needs of Regional Property (RKBMD) by the existing organizational structure does not carry out tasks in accordance with the provisions; 3) Lack of understanding of the SOP for the preparation of the Regional Property Requirement Plan (RKBMD) from Regional Property Management Employees so that they do not apply authority according to the Bureaucratic Structure stipulated in the Minister of Home Affairs Regulation concerning Regional Property Management.

In policy implementation, organizational structure has an important role. The bureaucratic structure that implements policies has a significant influence on the success or failure of policy implementation (Riswandi, 2020) [23]. Therefore the bureaucratic structure is one of the important factors in the success of the process and results of the Management of Regional Property in the Tomohon City Government. Because it is the bureaucratic structure that determines the division of tasks in a unit or agency to carry out the main tasks and functions of each. The bureaucratic structure is also what distinguishes one part from another in realizing the vision and mission of an agency such as the Tomohon City Government.

### **E. Conclusion**

Based on the research results obtained when the researchers conducted research and interviews in the field, what the researchers could conclude in this study was: the management of regional property in the Tomohon City Government, in this case the preparation of the Regional Property Needs Plan (RKBMD) in the Tomohon City Government, has not yet been implemented. goes well. This is because of the 4 (four) aspects studied, it explains that the main obstacle in the communication aspect is socialization, when viewed from the main resource aspect it can be concluded that the lack of human and budgetary resources is an obstacle in the resource aspect, and in aspects of disposition can be seen from the lack of awareness in carrying out responsibilities as regional property management officials and on aspects of the bureaucratic structure where the lack of understanding of SOPs regarding the preparation of Regional Property Needs Plans (RKBMD).

Based on these problems, the researchers provide solutions, namely a) The importance of an intensive pattern of communication, where socialization and coordination is carried out on an ongoing basis in official forums to all policy-making stakeholders down to the lowest unit; b) The need for placement of employees who manage regional property both at the Regional Education and Culture Office, Regional Health Service, East Tomohon District, and others as well as the importance of increasing employee resources through Socialization/Technical Guidance and increasing the budget given the large amount of responsibility for carrying out management tasks regional property; c) It is necessary to build awareness of the attitudes of policy implementers who are responsible for supporting the successful achievement of the preparation of the Plan for Requirements for Regional Property (RKBMD) in accordance with the Regulation of the Minister of Home Affairs concerning the Management of Regional Property; and d) It is deemed necessary to inform about the SOP in accordance with the Decree of the Head of the Regional Revenue and Financial Management Agency Number 03/SOP/BMD/VIII-2022 to be used as a guideline for the preparation of Regional Property Needs Plans (RKBMD) to all stakeholders.

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