

# Analysis of Factors Affecting Optimization of Fixed Assets Utilization in the Directorate General of State Property Regional Office, Sumatera Utara

<sup>1</sup>Lisna Sarty Saragih, <sup>2</sup>Khaira Amalia Fachrudin, <sup>3</sup>Yeni Absah

<sup>1</sup> Post Graduate Student, Faculty of Economics and Business, Universitas Sumatera Utara. Medan, Indonesia

<sup>2,3</sup> Faculty of Economics and Business, Universitas Sumatera Utara. Medan, Indonesia

**Abstract:** Management of state finances in the sub-sector of fiscal management includes policies and activities related to the management of the State Budget. This starts from the stipulation of Direction and General Policy, the establishment of strategies and priorities for the management of the State Budget, the preparation of the budget by the government, the ratification of the budget by the House of Representatives, the implementation of the budget, supervision of the budget, preparation of state budget calculations and legislation. Assets are the primary income wherein the new paradigm of public asset management are described several indicators of management of public assets, namely results (performance), budget is a plan, emphasis on policies, such as rolling plans (Medium Term Expenditure Framework), international classification (Government Financial Statistics), Flexibility: Let the managers manage, Accountability: Performance Measurement. Management of state finances in a separate sub-field of state wealth relates to policies and implementation of activities in the sector of State-Owned Enterprises / Regions whose orientation is to seek profit (profit motive). The purpose of this research is to find out and analyze the influence of partial and simultaneous asset inventory, legal audit assets and asset valuation on Optimizing the Use of Fixed Assets in the Regional Office of the Directorate General of Wealth of North Sumatra. The data used are primary data obtained directly from respondents totaling 44 people. This research uses a path analysis method with the help of SPSS version 16. The results of this study of asset inventory have a positive and significant effect on the optimization of fixed assets at the Directorate General of State Assets. Legal Asset Audit has a negative and no significant effect on the optimization of fixed assets at the Directorate General of State Assets. Asset valuation has a positive and significant effect on the optimization of fixed assets at the Directorate General of State Assets. Asset inventory, legal asset audit and asset valuation simultaneously have a positive and significant effect on the optimization of fixed assets at the Directorate General of State Assets.

**Keywords:** Asset Inventory, Legal Asset Audit, Asset Valuation, Asset Optimization.

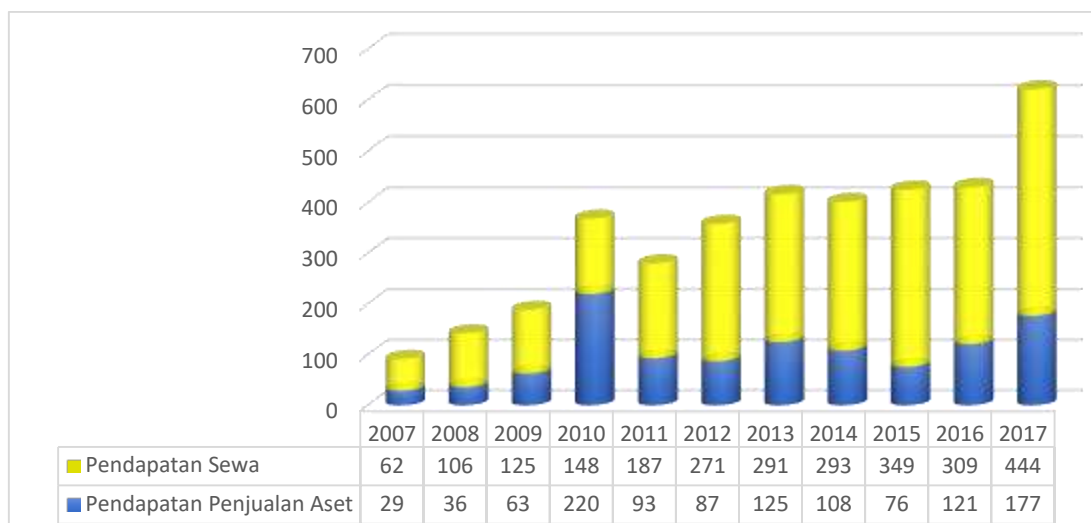
## 1. INTRODUCTION:

State Finance Coverage includes wealth managed by other people or entities based on government policies, foundations within the state/agency ministry, or state / regional companies. In its implementation, there are four approaches used in formulating state finances, namely in terms of objects, subjects, processes, and objectives. The State Financial Object includes all state rights and obligations that can be valued with money, including policies and activities in the fiscal, monetary and separated state assets management, as well as everything in the form of money, as well as goods that can be used as state property in connection with the exercise of rights and these obligations. The Directorate General of State Wealth describes the amount of state income that is not balanced with state expenditures, which based on the 2018 State Budget obtained the value of state revenues amounting to 1,894.7 Trillion and the amount of state expenditure amounting to 2,220.7 Trillion. It shows a budget deficit of GDP of 2.19%. The Directorate General of State Finance has to overcome the budget deficit.

In overcoming previous problems, economic policies are carried out by the government to manage and direct economic conditions towards a better or desired one by changing or updating government revenues and expenditures [1]. In realizing asset optimization, the theme of the government's 2018 work plan is to spur investment and infrastructure for growth and equity. Management of investment and infrastructure continues to be evaluated to improve economic growth. The new paradigm that occurs in the management of state property is traditional that state wealth only provides public services at the lowest cost. Whereas in the modern paradigm of managing state property not only as a public service provider but management is carried out by considering several aspects such as the effective use of assets in the provision of public services and cost saving [2].

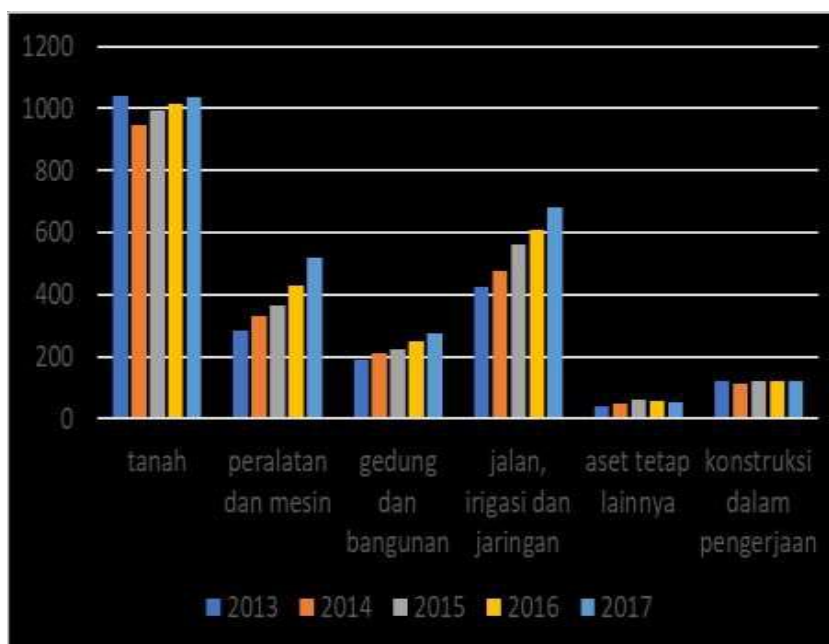
The Directorate General of State Assets develops a strategy for Optimizing State Property which is regulated in PP No. 27 of 2014 where optimization is used for Government tasks and functions (Ministries / Institutions) and is not used for government tasks and functions (Ministries / Institutions). It is intended to utilize state property in terms of non-infrastructure (loan use, rent, building for delivery and utilization cooperation) and infrastructure for cooperation in infrastructure utilization whereas BMN transfer is in the form of sales and exchange grants. Finally, state property is

handed over to the item manager (Idle Mechanism). The following figure is the management of state property (2007 to 2017) in billions of Rupiah.



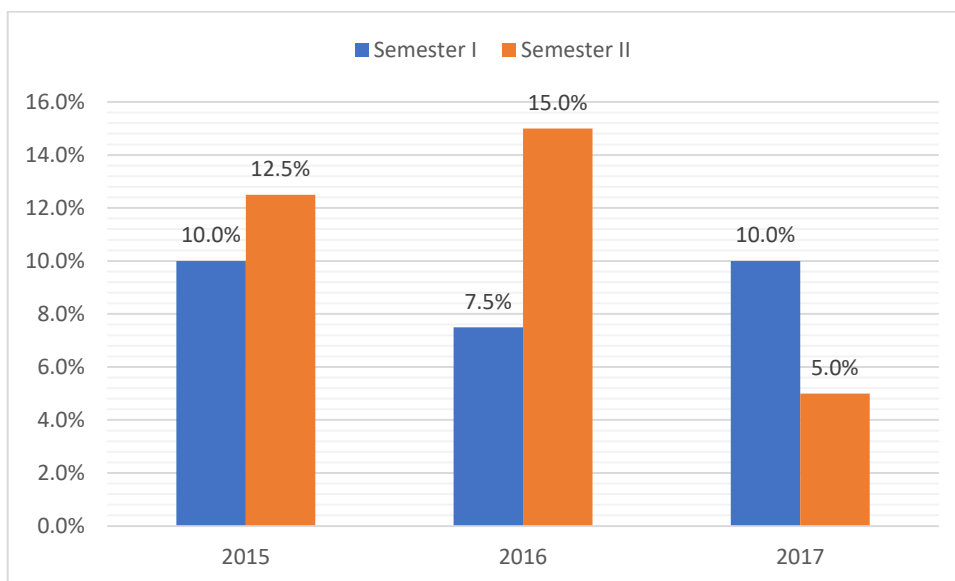
**Figure 1.** Management of State Property (2007 to 2017), realized in billions of Rupiah

Figure 1 shows the annual fluctuating state income of fixed assets owned where state revenues from the lease and sale of fixed assets owned by the state are highest in 2017. Even the numbers listed have not all been identified. Weaknesses in the implementation of the stages of asset management, especially in optimizing fixed assets, especially at the work stages of asset inventory, legal audit, and asset valuation are problems that are experienced. Fixed assets that have not been recorded and those that are not known to exist are evidence that state property cannot be managed properly from the asset inventory side.



**Figure 2.** Composition and Classification of Types of State Property

Based on Figure 2, it is known that land is the tremendous asset of the country wherein 2013 the composition of land recorded as BMN has the highest value compared to land in the following year. After the largest number of BMN land is irrigation, roads and networks, equipment and machinery, construction is under construction and other fixed assets. The government optimizes the assets owned by the state through an asset inventory, the legal audit of fixed assets and the valuation of fixed assets. Part of asset management, namely inventory is closely related to the legal audit. The asset optimization strategy is carried out by the Directorate General of State Wealth to utilize the assets of the fixed assets to be more optimal. This, of course, the legality of assets owned by the state has an important role in asset optimization. The importance of legal asset audits facilitates the grouping of assets owned by the state.



**Figure 3.** Percentage of compliance reporting by work units that are not on time

Based on Figure 3, it is known the percentage level of reporting compliance by the work unit, where the highest percentage of non-timely work units occurred in 2016 in the second semester where the work units that were not on time reported were 15% of the total 40 work units. This number is quite large; the cause of the problem of improper reporting by the work unit is caused by the negligence of the work unit itself. The delay in reporting also resulted in the slow inventory of assets carried out. Proper asset management and asset management will support the implementation of government programs which will ultimately have an impact on asset optimization. To achieve optimal asset management, all parts of asset management must work optimally especially in terms of asset inventory, asset audit legality, valuation of assets and the condition of the asset itself. It is an essential consideration for the government in increasing the empowerment of assets owned [3].

## 2. THEORIES:

### 2.1 Asset Management

Asset management covers the process of planning, designing, organizing, using, maintaining until deleting as well as monitoring assets — the transformation of Asset Management in a substantial perspective [4][5]. After World War II, Asset Management had the main scope to control management costs or use of assets in supporting the operationalization of the Regional Government. Also, there are also efforts to carry out an inventory of assets of the Regional Government that are not used [6]. However, in future developments, the scope of Asset Management is more developed by including aspects of asset value, asset management accountability, land audits, namely audits of land management, property surveys in terms of monitoring property market developments, application of information systems in asset management and asset management optimization [7]. The latest development, Asset Management has increased its scope to be able to monitor the performance of asset operations and also investment strategies for asset optimization. Asset Management itself is one profession that is not fully developed and popular in the community. Asset Management can be divided into several stages of work, namely asset inventory, legal audit, asset valuation, asset optimization and the development of an Asset Management Information System [8].

### 2.2 Legal Audit

A legal audit is a scope of Asset Management work in the form of an inventory of asset mastery status, systems and procedures for mastering or transferring assets, identifying and finding solutions to legal problems, and strategies to solve various legal problems related to the acquisition or transfer of assets [9]. Legal problems are often encountered; among others, the status of tenure rights are weak, assets are controlled by other parties, the transfer of assets that are not monitored and others. Based on the Decree of the Minister of Home Affairs Number 11 of 2001 concerning Guidelines for Management of Regional Goods, legal audits are also security measures or control measures, regulating efforts to manage regional goods physically, administratively and legal actions. The security focuses on controlling physical and administrative safeguards so that regional goods can be used/utilized optimally and avoid expropriation of claims or claims from other parties. Security of immovable property (land and buildings) can be done by fencing, installation of signposts for ownership and safeguards. Immovable property (real property) in the form of land and

buildings attached to it, as well as rights related to and also the potential of natural wealth contained in it. Based on Law No. 1 of 2004 article 49 concerning State Treasury, it is stipulated that state / regional property in the form of land controlled by the central/regional government must be certified on behalf of the government of the Republic of Indonesia / Regional Government concerned. State / Regional Buildings must be equipped with proof of ownership and administration in an orderly manner.

### **2.3 Asset Valuation**

Definition of value according to SPI 2007 (2007) is an economic concept that refers to prices that are very likely agreed upon by the buyer and seller of an item or service available for purchase. Value is not a fact, but rather a price that is very likely to be paid for goods or services at a certain time according to certain definitions of certain values. Many types of values and definitions can be referenced. Several types of values are commonly used in assessments, but other types of values are only used for special situations under conditions that are carefully explained and disclosed. The most important thing in the use and understanding of assessment is that the type and definition of value are clearly expressed, and by the assignment of the given assessment [10]. Changes in the definition of values can have a material effect on property values. Wealth value and information for determining the assets to be sold. According to Hidayati and Harjanto (2003) assessment is a budgeting/estimation of the value of an interest in a property/property for a particular purpose. The assessment of regional goods is carried out by an independent institution certified in the field of goods valuation work, by the laws and regulations, and appointed by the Regional Head [11][12]. In assessing regional goods, the Regional Government prepares regional goods inventory books which are a collection of technical and administrative data obtained from the inventory cards as a result of regional goods census in each unit of work carried out simultaneously at a particular time. The mechanism for valuing goods in accordance with the Indonesian Assessment Standards [13].

### **2.4 Fixed Asset Optimization**

Optimization of Government asset management can be done by the presence of investment intermediaries to market potential Government assets through cooperation with investors, creating and integrating into the Memorandum of Investment (MOI) between the Government and investors and utilizing consultancy services from appraisal consultants with the Government regarding cooperation with investors [14][15]. Remaining government assets need to be utilized optimally so that they will not burden the State Revenues and Expenditures specifically in terms of maintenance costs and the possibility of unauthorized third party grabbing. The optimal management of state goods/assets will create a source of income. Asset optimization is a work process in Asset Management that aims to optimize the physical potential, location, value, amount/volume, legal, and economic value of the asset [16].

## **3. METHODOLOGY:**

This research uses a descriptive quantitative method with the approach of a particular object during a specific period in depth and thoroughly to develop and use mathematical models, theories, and hypotheses related to real phenomena. Quantitative research aims to show the relationship between variables. Research carried out using multiple linear regression methods as a data analysis tool. In analyzing data, the author uses computer aids such as software packages that can be used to help to process data in applying statistical theories including SPSS.

### **3.1 Population and Samples**

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and the conclusions drawn. The population in this study is the Ministry / Institution Work Unit in North Sumatra. The sample is a part or amount and characteristic possessed by that population. If the population is significant, and researchers are not likely to learn all that is in the population, because of the limitations of time, energy, and funding, the researcher will take samples from that population. What is learned from the sample, the conclusions will be applied to the population. For that samples taken from the population must be truly representative. The sampling technique used in this study is a full sample in which the entire population is sampled in which the entire population is the Ministry / Institution work unit registered at the Regional Office of the Directorate General of State Assets in North Sumatra registered in 2018. The sample of this study is 44 Ministry/Institution Work Unit to represent all work units.

## **4. RESULT AND DISCUSSION:**

### **4.1 Results of Descriptive Analysis Characteristics of Respondents**

Descriptive analysis of respondents' answers was obtained from questionnaires to 44 respondents in the study. In answering the research problem, it would be explained the characteristics of the data source, so that the data used to answer the question is more accurate.

**Table 1.** Analysis of Respondents by Gender

No.	Gender	Frequency	Percentage
1	Male	29	63,6
2	Female	16	36,4
Amount		44	100,0

Based on Table 1, it is known that respondents who were male were 29 people with a percentage of 63.6% and respondents who were female as many as 16 people with a percentage of 36.4%. From the data obtained dominant respondents male sex. In general, such as some work units are dominated by men. Like the National Police of the Republic of Indonesia, the Indonesian National Army, and several other agencies.

**Table 2.** Analysis of Age-Based Respondents

No.	Age	Frequency	Percentage
1	< 30	7	15,9
2	30 - 40	33	75,0
3	> 40	4	9,1
Amount		44	

Based on Table 2, it is known that respondents aged less than 30 years as many as seven people with a percentage of 15.9%, respondents aged 30-40 years as many as 33 people with a percentage of 75.0% and respondents aged over 40 years as many as four people with the percentage of 9.1%. Based on the data, dominant respondents between the ages of 30-40 years are part of the asset manager in the work unit. Age of respondents indicated that respondents on average were in productive age. It is related to the productivity of the work unit responsible for asset utilization, where the productive age of the work unit will optimize the mobility of the asset section in the work unit in directly reviewing the condition of the asset.

**Table 3.** Analysis of Respondents by Education

No.	Education	Frequency	Percentage
1	High school and lower	4	9,1
2	DI/DII/DIII	10	22,8
3	S1/DIV	27	61,4
4	S2 and above	3	6,8
Amount		44	100,0

Based on Table 4.3, it is known that respondents with high school education level down as many as 4 people with a percentage of 9.1%, respondents with education level DI / DII / DIII as many as 10 people with a percentage of 22.8%, respondents with S1 / DIV education level as many as 27 people with a percentage of 61.4% and respondents with an education level above S2 as many as 3 people with a percentage of 6.8%. Most respondent education is at the S1 / DIV level, where the part of the work unit for civil servants or BUMN employees feels that they are from S1 / DIV equivalent for some degrees. Moreover, some agencies do not require it, enough at the high school level and below.

**4.2 Answer to Asset Inventory Statement (X1)**

The results of respondents' answers to asset inventory variables (X1) are summarized as follows:

**Table 4.** The Results of the Respondents Mean Answers, Std Dev, Min, Max Over Variables

No	Statement	Frequency					Mean	Std. Deviasi	Min	Max	Category
		SS	S	N	TS	STS					
1	Understand the tasks performed	9	20	12	3	-	3,80	0,851	2	5	Agree
2	Punctuality	9	21	9	5	-	3,77	0,912	2	5	Agree
3	Understand the scope of work tasks	6	20	17	1	-	3,70	0,734	2	5	Agree



4	Mastery Status	5	22	15	2	-	3,68	0,740	2	5	Agree
5	Deep ability	7	20	14	3	-	3,70	0,823	2	5	Agree
6	work implementation	15	23	5	1	-	3,59	0,787	2	5	Agree
<b>Average</b>							<b>3,70</b>				

Based on Table 4, it is known that for the first statement that the Accounting Unit of the Regional Goods User as the Property User Authority and/or Regional Coordinator) understands the tasks and functions of the inventory of State Property assets with both the dominant respondents answering agree as many as 20 people and no respondent answered very disagree. The answer to the first asset inventory variable statement has an average value of 3.80 with the agreed category and the standard deviation value of 0.851.

The second statement is that the Accounting Unit for the Helper of Regional Goods Users as the Property User Authority and/or Regional Coordinator) conducts an inventory of assets in the form of land and or buildings on a routine basis at least 1 time in 5 years, the dominant respondent agrees to 21 people, and no respondent agree. The answer to the second asset inventory variable statement has an average value of 3.77 with the agreed category and the standard deviation value of 0.912.

The third statement that the Accounting Unit for the Assistants of Regional Goods as the Property User Authority and Regional Coordinator) also conducts an inventory of other assets including buildings in the form of construction, the dominant respondent answers as many as 20 people and no respondent answers strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.70 with an agreed category and a standard deviation value of 0.734.

The fourth statement that the BMN inventory activity in the form of land or buildings carried out includes data collection and recording, including form, location, area, usage status and the existence of assets, then reported to Property Users and Property Managers, dominant respondents answered as many as 22 people and not there were respondents who answered strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.68 with the agreed category and the standard deviation value of 0.740.

The fifth statement that the Property Manager (KPKNL / Kanwil DJKN / Ministry of Finance) helps the BMN management process through education and technical guidance directly to the relevant work units, the dominant respondent answers agree as many as 20 people and no respondent answers strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.70 with an agreed category and a standard deviation value of 0.823.

The sixth statement that the Property Manager (KPKNL / Kanwil DJKN / Ministry of Finance) assists the process of implementing the asset inventory, the dominant respondent answers agree as many as 23 people and no respondent answers strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.59 with an agreed category and a standard deviation value of 0.787. So, based on the respondent's answer to the asset inventory variable, the average mean value is 3.70 with the agreed category.

#### 4.3 Respondents' Answers to Asset Audit Legal Statements (X2)

The results of respondents' answers to asset audit legal variables (X2) are summarized as follows:

**Table 5.** Results of Answers of Mean Respondents, Std Dev, Min, Max on Asset Audit Legal Variables (X2)

No.	Statement	Frequency					Mean	Std. Deviasi	Min	Max	Category
		SS	S	N	TS	STS					
1	Inventory of asset ownership status	14	15	11	4	-	3,89	0,970	2	5	Agree
2	Certificate ownership	11	18	10	5	-	3,80	0,954	2	5	Agree
3	Legal processing process	6	20	15	3	-	3,68	0,805	2	5	Agree
4	Identification of legal issues	11	19	10	4	-	3,84	0,914	2	5	Agree
5	Looking for solutions to legal problems	8	14	14	8	-	3,50	1,000	2	5	Agree
6	Looking for solutions to legal problems	8	20	12	4	-	3,73	0,872	2	5	Agree
7	Risk minimization	7	23	10	4	-	3,75	0,839	2	5	Agree
8	Risk minimization	8	22	10	4	-	3,77	0,859	2	5	Agree
9	Asset control system	9	18	13	4	-	3,73	0,899	2	5	Agree
10	Asset control procedure	10	18	13	3	-	3,80	0,878	2	5	Agree
<b>Average</b>							<b>3,75</b>				

Based on Table 5, it is known that for the first statement that all assets of BMN assets in the form of land and or buildings in the Authorization of Goods Users / Goods Users have completed ownership documents in accordance with the dominant provisions of the respondent answered agree as many as 15 people and no respondent answered strongly disagree . The answer to the statement of the first asset audit legal variable has an average value of 3.89 with an agreed category and a standard deviation value of 0.970.

The second statement is that all BMN assets in the form of land and or buildings in the Power of Property User / Property User are not legally problematic, the dominant respondent answers agree as many as 18 people and no respondent answers strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.80 with an agreed category and a standard deviation value of 0.954.

The third statement that UAPPB-W (Regional Unit User Accounting Unit) as the Property User Proxy and Regional Coordinator) conducts a legal audit of assets in the form of land and or buildings, the dominant respondent answers agree as many as 20 people and no respondent answers strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.68 with an agreed category and a standard deviation value of 0.805.

The fourth statement that the legal audit of assets is carried out independently without involving other parties, the dominant respondent answered agree as many as 19 people, and no respondent answered strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.84 with an agreed category and a standard deviation value of 0.914.

The fifth statement is that if there are problems related to BMN management, Property Managers (KPKNL / Kanwil DJKN / Ministry of Finance) provides a quick response to provide solutions, the dominant respondents answered agree as many as 14 people and no respondent answered strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.50 with an agreed category and a standard deviation value of 1,000.

The sixth statement that the implementation of BMN problem solving is carried out by the mechanism or standard of operation and procedures that have been established, the dominant respondent answers agree as many as 20 people and no respondent answers strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.73 with an agreed category and a standard deviation value of 0.872.

The seventh statement that employees assigned to be involved in resolving BMN problems understand the policies/regulations that govern BMN management, the dominant respondents answered agree as many as 23 people, and no respondent answered strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.75 with an agreed category and a standard deviation value of 0.839.

The eighth statement that the Property Manager (KPKNL / Kanwil DJKN / Ministry of Finance) always ensures that UAPPB-W (Regional Unit User Accounting Unit) as the Property User Authority and or Regional Coordinator) has followed BMN management procedures/mechanisms, the dominant respondent answered agreeing as much as 22 people and no respondent answered strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.77 with the agreed category and the standard deviation value of 0.859.

The ninth statement that if it is known that there are BMN problems that are not by procedures, the DJKN Regional Office as Property Manager immediately enforces so as not to violate applicable policies/regulations, the dominant respondent answers agree as many as 18 people and no respondent answers strongly disagree. The answer to the second asset inventory variable statement has an average value of 3.73 with an agreed category and a standard deviation value of 0.899.

The tenth statement that the settlement of troubled assets is carried out prioritizing deliberation compared to legal channels, the dominant respondent answers agreeing as many as 18 people and no respondent who answers strongly disagrees. The answer to the second asset inventory variable statement has an average value of 3.80 with an agreed category and a standard deviation value of 0.878. So, based on the respondent's answer to the asset audit legal variable, the mean value was 3.75 with the agreed category.

**4.4 Respondent's Answer to the Asset Valuation Statement (X3)**

The results of respondents' answers to asset valuation variables (X3) are summarized as follows:

**Table 6.** Results of Mean Respondents' Answers, Std Dev, Min, Max Over Asset Valuation Variables (X3)

No.	Statement	Frequency					Mean	Std. Deviasi	Min	Max	Category
		SS	S	N	TS	STS					
1	Value of assets included	10	22	9	3	-	3,89	0,841	2	5	Agree
2	Knowing the value of assets owned	10	20	9	5	-	3,80	0,930	2	5	Agree
3	Utilization	16	17	9	2	-	4,07	0,873	2	5	Agree
4	Transfer	8	25	9	2	-	3,89	0,754	2	5	Agree
<b>Average</b>							<b>3,91</b>				

Based on Table 6, it is known that for the first statement that asset values / BMN accompany all assets of BMN assets in the form of land and or buildings in the Authorization of Goods Users / Goods Users or as Regional Coordinators in the form of acquisition value, or book value, the respondent's dominant answer is 22 people, and no respondent answered strongly disagree. The answer statement of the first asset legal audit variable has an average value of 3.89 with an agreed category and a standard deviation value of 0.841.

The second statement that the Property Manager through the Property Manager (KPKNL / Kanwil DJKN / Ministry of Finance) conducts an assessment to obtain fair value or market value in the framework of preparing the balance sheet, the dominant respondent answers agree as many as 20 people and no respondent answers strongly disagree. The answer to the second internal legal audit variable has an average value of 3.80 with the agreed category and the standard deviation value of 0.930.

The third statement that the Property Manager through the Property Manager (KPKNL / Kanwil DJKN / Ministry of Finance) conducts an assessment to obtain fair value or market value in order, the dominant respondent answers agree as many as 17 people and no respondent answers strongly disagree. The answer to the second asset audit legal variable has an average value of 4.07 with an agreed category and a standard deviation value of 0.873.

The fourth statement that the Property Manager through the Property Manager (KPKNL / Kanwil DJKN / Ministry of Finance) conducts an assessment to obtain fair value or market value in the context of transferring, the dominant respondent answers agree as many as 25 people and no respondent answers strongly disagree. The answer to the second asset audit legal variable has an average value of 3.89 with an agreed category and a standard deviation value of 0.754. So, based on the respondent's answer to the asset audit legal variable, the average mean value was 3.91 with the agreed category.

**4.5 Respondent's Answer to the Asset Optimization Statement (Y)**

The results of respondents' answers to the asset optimization variable (Y) are summarized as follows:

**Table 7.** Results of Mean Respondents' Answers, Std Dev, Min, Max on Asset Optimization Variables (Y2)

No.	Statement	Frequency					Mean	Std. Deviasi	Min	Max	Category
		SS	S	N	TS	STS					
1	Grouping assets	12	17	11	4	-	3,84	0,939	2	5	Agree
2	Utilization of assets with the best value	8	25	9	2	-	3,89	0,754	2	5	Agree
3	Use of technology	12	17	11	4	-	3,84	0,939	2	5	Agree
4	Use of technology	10	24	9	1	-	3,98	0,731	2	5	Agree
5	Risk control	9	23	10	2	-	3,89	0,784	2	5	Agree
6	Risk control	15	18	10	1	-	4,07	0,818	2	5	Agree
7	Improvised asset management	10	19	12	3	-	3,82	0,870	2	5	Agree
8	Improvised asset management	9	20	13	3	-	3,80	0,851	2	5	Agree
<b>Average</b>							<b>3,77</b>				

Based on Table 7, it is known that for the first statement that UAPPB-W (Regional User Assistance Accounting Unit) as the Property User Authorization has optimized BMN management, among others through the determination of BMN Use and Utilization Status for third parties and BMN transfer, the respondent dominantly agreed to agree as many as 17 people and not there were respondents who answered strongly disagree. The answer statement of the first asset optimization variable has an average value of 3.84 with the agreed category and the standard deviation value of 0.939.

The second statement that the Property Manager through (KPKNL / Kanwil DJKN / Ministry of Finance) helps to optimize BMN management, the dominant respondent answers agree as many as 25 people and no respondent answers strongly disagree. The answer to the second asset optimization variable statement has an average value of 3.89 with an agreed category and a standard deviation value of 0.754.

The third statement that optimizes BMN management through BMN Utilization to third parties is essential; the dominant respondent answered agree as many as 17 people and no respondent answered strongly disagree. The answer to the second asset optimization variable statement has an average value of 3.84 with an agreed category and a standard deviation value of 0.939.

The fourth statement is that Optimizing BMN management by UAPPB-W, among others, through the Determination of BMN Use and Utilization Status to third parties provides added value; the dominant respondent answers agree as many as 24 people and no respondent answers strongly disagree. The answer to the second asset optimization variable statement has an average value of 3.98 with an agreed category and a standard deviation value of 0.731.



The fifth statement that To optimize the management of BMN, has been equipped with special officers and or special units, has been equipped with special officers and or special units, the dominant respondent answered agreed as many as 23 people, and no respondent answered strongly disagree. The answer to the second asset optimization variable statement has an average value of 3.89 with an agreed category and a standard deviation value of 0.784.

The sixth statement that To ensure the optimization of BMN management by UAPPB-W runs according to the provisions already equipped with an adequate and measurable risk control system; the dominant respondent answers agree as many as 18 people and no respondent answers strongly disagree. The answer to the second asset optimization variable statement has an average value of 4.07 with an agreed category and a standard deviation value of 0.818.

The seventh statement that if needed, the Property Manager can do some improvisation in the optimization of BMN management activities, as long as it does not violate applicable policies/regulations, the dominant respondent answers agree as many as 19 people and no respondent answers strongly disagree. The answer to the second asset optimization variable statement has an average value of 3.82 with an agreed category and a standard deviation value of 0.870.

The eighth statement that if needed, the Property Manager can do some improvisation in the optimization of BMN management activities, as long as it does not violate applicable policies/regulations, the dominant respondent answers agree as many as 19 people and no respondent answers strongly disagree. The answer to the second asset optimization variable statement has an average value of 3.80 with the agreed category and the standard deviation value of 0.851. So, based on the respondent's answer to the asset optimization variable, the mean value is 3.77 with the agreed category.

## **4.6 Result**

### **4.6.1 Effect of Asset Inventory on Asset Optimization**

The results showed that asset inventory has a positive and significant effect on asset optimization. It is indicated by the calculated value of the asset inventory, which is 3.530 and the significant value for the asset inventory is  $0.001 < \alpha 0.05$ , so the asset inventory variable has a positive and significant effect towards personal asset optimization, thus the hypothesis is accepted. The results of the respondent's answers showed an average value of 3.70, which means that the average respondent agreed with the statement submitted. However, on the indicator of the timeliness of respondents, they answered less agreeably as many as five people, where there were still respondents who answered in disagreement regarding the timeliness of the delivery of assets. In practice, the asset inventory based on the Law is carried out at least once every five years, but in practice, not all assets reported on time. One of the causes of improper reporting of asset inventories by the work unit is the absence of sanctions for the late reporting of assets used. Based on the Decree of the Minister of Home Affairs Number 152 of 2004 concerning Guidelines for the Management of Goods The area of inventory is an activity or action to carry out calculations, management, administration, regulation, recording of data and reporting of goods in use. Inventory activities compiled an Inventory Book that shows all material properties that are material, both movable and immovable. The inventory book contains data that includes numbers, specifications of goods, materials, origin/method of acquiring goods, size of goods/construction, units, condition of goods, the number of goods and prices, description. Inventory of assets relating to the recording of assets owned by the Directorate General of State Assets. Inventory of assets is useful to find out how much assets the assets have.

### **4.6.2 Effect of Legal Audit Asset on Asset Optimization**

The results showed that asset audit law had a negative and not significant effect on asset optimization. It is indicated by the value of the t-count of the legal audit variable which is  $-0.325$  and the significant value for legal audit is  $0.747 > \alpha 0.05$ , so the legal audit variable assets have a negative and not significant effect on asset optimization thus the hypothesis is rejected. The statutory audit hurts asset optimization, meaning that every increase in legal audit will reduce asset optimization. However, the increase or decrease in audit law will not change the optimization of assets significantly; this is indicated by a very large level of significance almost close to 1 that is equal to 0.747. In general, it can be concluded that based on respondents' answers from structural officials, the implementation of asset inventories, legal audits, and valuation of assets within the Directorate General of State finances is quite good. The average results of the assessment of the legal audit of assets have been relatively good; this is evidenced by the average response of the respondents answering the agreed statement. The Directorate General of State Assets has not considered and made Legal Asset Audit as a determining factor in optimizing the management and management of fixed assets (land and buildings).

### **4.6.3 Effect of Asset Valuation on Asset Optimization**

The results of the study indicate that asset valuation has a positive and significant effect on asset optimization. It is indicated by the magnitude of the calculated value of the asset valuation which is 5.120 and the significant value for income is  $0.000 < \alpha 0.05$ , so the asset valuation variable has a positive and significant effect on asset optimization, thus the hypothesis is accepted. These results indicate that the better the valuation of the fixed assets of the Directorate General of State Assets, the more optimal use of assets owned by the Directorate General of State Assets.

Asset valuation is a work process for evaluating assets under control. The valuation of assets carried out can be used to find out the value of wealth and information for pricing for assets to be sold.

## 5. CONCLUSION:

The following are the conclusions in this study. Asset inventory has a positive and significant effect on the optimization of fixed assets at the Directorate General of State Assets. Legal Audit Asset has a negative and no significant effect on the optimization of fixed assets at the Directorate General of State Assets. Asset valuation has a positive and significant effect on the optimization of fixed assets at the Directorate General of State Assets. Asset inventory, legal asset audit and asset valuation simultaneously have a positive and significant effect on the optimization of fixed assets at the Directorate General of State Assets.

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