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# Implementation of the Village Asset Management System Policy in Realizing Good Governance in Pekalongan Regency

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## Abstract

This research examines the Implementation of the Village Asset Management System (SIPADES) Policy in Realizing Good Governance in the Village Government of Pekalongan Regency. This problem is interesting to study because at this time the village has room to carry out governance. The method used is descriptive qualitative. The data sources consist of primary data with a total of 5 informants and secondary data with 3 types of documents. Data collection techniques were carried out by means of library research, field studies (observations, interviews, and documents). Data analysis techniques were carried out by data reduction, data presentation, and drawing conclusions. The results of the study are that the implementation of village asset management policies in the Proto Village Government is still experiencing several obstacles. Among them, in the aspect of communication, there is still a lack of training and mentoring for the SIPADES application. Non-human resources are still lacking in the internet network. In the disposition aspect, village asset management policies are top-down in nature. In addition, in the bureaucratic aspect of implementing village asset management policies in the Proto Village Government, Pekalongan Regency, they are still experiencing problems in the form of the process of inputting assets. Inputting takes a long time. Efforts that can be made by holding intense assistance to all village governments in Pekalongan Regency in operating the SIPADES application. Assistance must be ongoing so that the village government can take advantage of the SIPADES application in helping to realize good governance.

**Keywords**: *Public Policy, Good Governance, Local Government, SIPADES*

## Introduction

The development of technology in today's era demands a change from all fields from conventional concepts to all-digital concepts. There is no exception in government governance whose task is to provide services to the community (Desmayanty et al., 2014). Technological advances regenerate the conventional concept of government into the concept of E-Government) to realize Good Governance. Meanwhile, the concept of Good Governance is the embodiment of good governance. Governance is the process of exercising state power in carrying out the provision of public and services (Bahrudin, 2015). Realizing all of these information system uses to be a form of effective and efficient solution to shorten work operations, especially in collecting regional or state assets (Mariah & Raharso, 2020). Currently, in the era of digital utilization to realize good governance, basically it must be strengthened in all fields (Nugraha & Lestari, 2022). In fact, there are still many obstacles that occur in the use of technology in good governance. The existing obstacles from the implementation stage are still weak in terms of supervision. Second, the facilities are not

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adequate for the implementation of management information systems in the field of government governance or what we know as E-Government. Third, the pattern of relations between work units and applicable norms needs to be improved in its implementation. The four implementations  of the E-Government policy  in realizing Smart Governance have  been running, but have not touched all aspects of achieving success (Nugraha, 2020).

The birth of Law Number 6 of 2014 concerning Villages strengthens the autonomy of villages, which previously had been owned by villages. The village government currently has flexibility in the  implementation of its government (Hidayat et al., 2022). Information system management can be utilized in the management of the Village Government. The concept of E-Government in village areas can provide faster and more accurate services in obtaining documents or data needed in village management, including village asset management (Fahriza et al., 2018).  Good governance has relevance for the implementation of village government. Normatively decentralization can encourage Good Governance of transparency, accountability and local governance (Bahrudin, 2015). One of them is in the management of village assets. The basis for managing village assets that must be carried out is asset management which is based on The Law of Home Affairs Number 1 of 2016 concerning Village Asset Management promulgated in the State Gazette of the Republic of Indonesia of 2016 Number 53 on January 14, 2016. The Law of Home Affairs Minister Number 1 of 2016 concerning Village Asset Management. The Village Government should develop a reliable management information system as a tool for decision making in village asset management (Natasya, 2020). The government has created a Village Asset Management System. Village Asset Management (SIPADES) is an information system in the form of an application used for recording the administration of village fixed assets starting from planning, holding, managing business to submitting complete reports with codification and labeling. The SIPADES 2.0 application is a manifestation of the SIPADES 1.0 application which is all desktop-based to a website-based (online).

The research result shows several problems. There is still a lack of facilities and infrastructure for archive management, human resources who still lack knowledge in technology, employees are still not aware of the importance of technology in government governance (Fauziyah, 2019). The lack of public knowledge about the service process  through E-Government, the lack of socialization of services through E-Government are some of the reasons why the low use of technology in state administration (Zahri & Ip, 2022). Advances in village information technology located in Kedungwuni District, Pekalongan Regency will be considered good if various aspects can be fulfilled.  (Mafturrahman, 2022).  The phenomenon of village asset management "SIPADES" in Proto Village and Jrebeng Kembang Village, Pekalongan Regency, namely: Lack of direction from the Ministry of Villages, Community and Village Empowerment regarding guidelines for the use of the Village Asset Management System application, there has been no special emphasis on the use of the Village Asset Management System application.  In addition, the lack of budget due to lack of original village income and funds falling not on time, lack of guidance and competency improvement from related agencies, SIPADES application has not run optimally.  Meanwhile, in Langkap Village, the implementation of the Village Asset Management System (SIPADES) has been running well. Langkap Village is the only village that can use SIPADES quite optimally. This happens because it has received trainings and adequate internet facilities. This situation is inversely proportional to what happened in Proto Village and Jrebeng Kembang Village. If described in a data about the process of inputting village assets in these three villages, as follows:

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**Table 1**

**Input Process of Village Assets into SIPADES in Three Pekalongan Regency Villages**

| Village Name | Village Asset Input Presentation | Constraints |
|---|---|---|
| **Langkap Village** | 100% | There are no obstacles, SMD and Non-HR aspects (facilities) have supported the process of inputting village assets into SIPADES |
| **Proto Village** | 0% | 1. Village officials who do not fully understand the use of SIPADES<br>2. The number of village assets is large and the data on village assets are incomplete<br>3. Inadequate internet facilities |
| **Jrebeng Kembang Village** | 20% | 1. Incomplete village asset data<br>2. Inadequate human resources |

Source: Processed by Researchers, 2022.

It shows that the process of socialization and assistance in the use of SIPADES has not been evenly distributed in Pekalongan Regency. Of course, there must be special efforts made by the government here the Ministry of Home Affairs to be able to maximize the implementation of the policy of using SIPADES in all villages generally in Indonesia, especially in this study in Pekalongan Regency.

There are many studies that discuss the implementation of a system for governance. In the context of E-Government in an effort to realize Good Governance, it focuses on governance in agencies such as agencies. In addition, the problems studied still focus a lot on the quality of service, quality and performance of the apparatus, there is still minimal management in a government agency. From the results of the review, it shows that the locus of research is more at the city or district level, at the village level it is still minimal. Meanwhile, the village is the smallest government that will support governance at a greater level. Several studies have been conducted on the implementation of the SIPADES use policy. The research that has been carried out does not explain the aspects of policy implementation, but is more focused on designing an information system which here is the Village Asset Management System (SIPADES). In addition, more research focuses on how much community participation in the management of village assets. Meanwhile, by looking at the background of the problem, research is needed that focuses on implementing policies issued by the government in managing village assets.

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Filling the gaps of existing research and the elimination of this kind of research needs to be done because it can provide information about how effective the use of the SIPADES application is in the management of village assets in village governments. In addition, the findings obtained can be the basis for research on village asset management. The results can also be used on the basis of the government in issuing policies related to the management of village assets. Therefore, the purpose of this study is to find out how far the SIPADES application is used in managing village assets in the Pekalongan Regency Village Government. The purpose of writing this paper is to find out how to implement the village asset management system (SIPADES) to realize Good Governance in villages in Kedungwuni district, Pekalongan Regency. It is hoped that the results of the research conducted can provide input and information that can be used for reference materials for the next research related to village asset management using the SIPADES application.

The concept of E-Government in an effort to realize Good Governance still finds some problems. The government's readiness in realizing Good Governance is still trying to keep pace with the rapid technological advances. The information system in supporting government governance is still being improved from all its shortcomings, including in the management of village assets. This research will reveal the problems found in the implementation of asset management policies using the SIPADES Village Asset Management System. The results of this study can be input to the government as material for evaluating village asset management policies. So that the policies or programs made can be carried out properly, effectively and maximally in achieving policy goals. In addition, the results of this research can be used as scientific material in the field of administration, both state administration at large or narrower office administration. The results of this research can be a reference in the field of study to be able to conduct further research. Of course, better research and can cover all the shortcomings of this research All this is what gives the author a reason to conduct research on the implementation of asset management system (SIPADES) policies in realizing good governance in Pekalongan Regency.
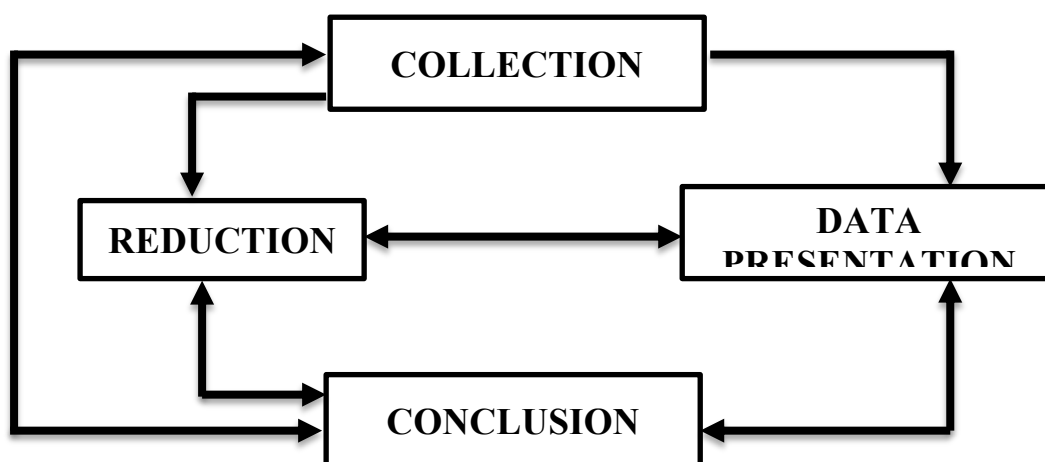
**Methods**

This research uses a qualitative approach to solve the problems in this study. Using the Descriptive method regarding the problem of implementing the village asset management system (SIPADES) policy in Pekalongan Regency. According to Sugiyono (2019:18), it is stated that: "Qualitative research methods are research methods based on the philosophy of post-positivism used to examine the condition of natural objects, where the researcher is the key instrument".

This research was conducted from September to December 2022 at the Proto Village Office, Langkap Village and Jrebeng Kembang Village, Kedungwuni District, Pekalongan Regency. The data source consists of primary data with 5 informants and secondary data with 3 kinds of documents. Data collection techniques are carried out with literature studies, field studies (observations, interviews, and documents). Data analysis techniques are carried out by reducing data, presenting data, and drawing conclusions. Data reduction is defined as the selection process of focusing attention on simplifying the results of interviews and observations in the field that focuses on the problems found in the implementation of the village asset management system (SIPADES). After that abstraction, and the transformation of "rough" data that arises from written notes in the field. The last stage of the data, sub this process is a form of "presentation" which is interpreted as a set of information. A set of information about the management of village sets in three villages in Pekalongan Regency is composed which

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provides conclusions and action taking in solving obstacles and problems in the implementation of village asset management policies. Drawing conclusions or diversification, this sub-process researchers begin to carry out interpretation actions, namely giving meaning to the data or information that has been presented (Nugroho, 2020)

This analysis process continues like a cycle. The researchers moved between the three. It is intended to understand and gain a deep, comprehensive, and detailed understanding so as to produce conclusions as a result of the researcher's understanding.

**Figure 1**

**Interactive Data Analysis Model**



Source: Nugroho, 2020

## Results and Discussion

The policy implementation study starts from a digest and asks what factors influence a successful policy implementation. According to Edward III's theory / model of policy implementation, the factors that influence policy implementation are communication, resources, disposition, and bureaucratic structure. Edward III's theory sees the success or failure of policy implementation as dependent on the capabilities of the implementing organization. Furthermore, the factors that are related to policy implementation, according to Edwadr III, are; Communication, Resources, Dispositions and Bureaucratic Structures (Erwan & Dyath, 2018).

According to Edward, the first requirement for effective policy implementation is that they implement decisions that must know what they should do. In general, Edwards discussed three important things in the policy communication process, namely transmission, consistency and clarity. Important resources include: adequate staff and good skills to carry out their duties, the authority and facilities necessary to translate proposals on paper to carry out public services. Resources are an important factor in implementing public policy. Resources that are important in policy implementation include; adequate staff and good skills to carry out their duties, authorities and facilities necessary to translate proposals on paper to carry out good governance. There are two aspects of resources, namely; human resources and non-human resources.

Disposition is to designate characteristics that are closely attached to the implementor of the policy/program. The important character of the implementor is honesty, commitment and democracy. Implementors who have high commitment and honesty will always survive among

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the obstacles encountered in the program/policy. Honesty directs implementors to stay within the program direction outlined in the program guidelines. Commitment and honesty led him to be more enthusiastic in implementing the stages of the program consistently. A democratic stance will enhance the good impression of implementors and policies in front of members of the target group. This attitude will reduce the confidence of the community and foster the trust and concern of the target group towards implementors and programs/policies.

Pointing out that the bureaucratic structure becomes important in the implementation of policies. This aspect of the bureaucratic structure includes two important things, the first is the mechanism and structure of the implementing organization itself. Program implementation mechanisms are usually established through Standard Operating Procedures (SOPs) listed in program/policy guidelines. A good SOP includes a framework that is clear, systematic, not convoluted and easy for anyone to understand because it will be a reference in the work of the implementor. Meanwhile, the implementing organizational structure also avoids convoluted, long and complex things as far as possible. The implementing organizational structure must be able to ensure that there is a quick decision-making on extraordinary events in the program. And this can only be born if the structure is designed concisely and flexibly avoiding the rigid, overly hierarchical and bureaucratic "weberian virus". Researchers found that the use of this application is different. There is one village that has run the application well and there are two villages that have not been able to run the SIPADES application optimally.

## Dimensions of Communication

Langkap Village in using SIPADES has had training before, trainings participants are taught how to fill in sipades and other things related to asset management such as the process of how to fill, input, manage data related to asset management in the SIPADES system application. Everything related to management is described in the training. Meanwhile, Proto Village and Jrebeng Kembang Village have insufficient training on the use of the SIPADES application. Socialization of the SIPADES application is also still minimal. Whereas in its use SIPADES requires guidance and assistance. A large menu in inputting village assets requires a long time for village officials to be able to operate the SIPADES application. Starting from inputting village profiles, village asset data to labeling village assets. The results of the interview showed that Proto Village and Jrebeng Village had never received guidance and assistance in the use of SIPADES. Even though the communication dimension of village devices getting good socialization and assistance, it will be able to facilitate the SIPADES application. This will be very helpful in managing village assets. If the village application is carried out properly, it will be very helpful in realizing Good Governance in the Village Government, especially in the management of village assets.

## Resource Dimensions

As a result of an interview with the secretary of Langkap Village, the informant replied that the knowledge and skills in the application of SIPADES are good because this knowledge skill sees the consideration of data inputted in full with a training. According to the Secretary of Langkap Village, the knowledge of training is a system related to asset management, regulations, and administration of data recording in the term of assets per year changes along with data updates carried out online. According to him, the disadvantage of the SIPADES System Application is that the server is unstable and sometimes comes out by itself. Meanwhile, some features are complete in asset management according to the provisions of the Ministry of Home Affairs.

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Meanwhile, the results of data collection in Proto Village and Jrebeng Kembang Village, show that there are still obstacles in the competence of the village apparatus. This can be seen in SIPADES that none of the village assets have been successfully inputted into the system. One reason is because the village device is still not proficient in using the SIPADES application. The application system is very detailed, the village device takes a long time to be able to operate the SIPADES application properly. There should be continuous training for the use of the SIPADES application. So that the implementation of asset management policies with the SIPADES application can run optimally. Meanwhile, in the aspect of facility resources, the Proto Village Government still lacks in the internet network, because there is no internet in the Proto Village Government office. Every village government office should have internet. If the power aspect can support the implementation of the Village Asset Management System (SIPADES) policy, it can work well and can realize Good Governance.

**Disposition Dimensions**

Disposition is to designate characteristics that are closely attached to the implementor of the policy/program. The important character of the implementor is honesty, commitment and democracy. Implementors who have high commitment and honesty will always survive among the obstacles encountered in the program/policy.

As a result of interviews at the dimension of disposition (division of tasks) conducted in Langkap Village, the informant provided information that the distribution was good according to their respective team parts. There is a management team and an inventory team. The management team is tasked with inputting data into Sipades while the inventory team is tasked with inventorying assets. Assets will first be inventoried before the data is inputted into the SIPADES application.

In contrast to the disposition aspect in the Proto Village Government, the village asset management policy is top-down. This then has consequences for challenges in the implementation of the policy, which are less applicable and complete in the administration of village assets. Meanwhile, the attitude of the Proto Village Government is to continue to carry out the village asset administration process using the Village Asset Management System Application (SIPADES) which has become a policy as a form of administrative order. Thus, there are still obstacles to the implementation of village asset management policies through the Village Asset Management System (SIPADES) Application.

**Bureaucratic Dimensions**

Pointing out that the bureaucratic structure becomes important in the implementation of policies. This aspect of the bureaucratic structure includes two important things, the first is the mechanism and structure of the implementing organization itself. Program implementation mechanisms are usually established through Standard Operating Procedures (SOPs) listed in program/policy guidelines. A good SOP includes a framework that is clear, systematic, not convoluted and easy for anyone to understand because it will be a reference in the work of the implementor. Meanwhile, the implementing organizational structure also avoids convoluted, long and complex things as far as possible. The implementing organizational structure must be able to ensure that there is a quick decision-making on extraordinary events in the program. And this can only be born if the structure is designed concisely and flexibly avoiding the rigid, overly hierarchical and bureaucratic "weberian virus".

The implementation of the SIPADES system in Langkap Village has been good, with 2 teams divided into 2 teams, namely the management team and the inventory team. So that the process of managing village assets can run effectively. So far, Dessa Langkap has been able to

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maximize SIPADES, very helpful in village management in the field of village assets.

The implementation of the village asset management policy in the Proto Village Government of Pekalongan Regency is still experiencing problems in the form of an asset input process. Input takes a long time. In addition, many assets must be inputted in the Village Asset Management System (SIPADES) application. However, the Proto Village Government has tried to carry out the data processing and input process within 30 days. This happens because many village assets have not been recorded manually, besides that there is still a lot of evidence of village assets that do not exist. Thus, the bureaucratic capacity of the Proto Village Government is quite adequate in the governance of village asset management so that the implementation of village asset management policies can run well and also provide benefits for the village government.

**Table 2**

**Comparison of the Use of SIPADES in Pekalongan Regency Village**

| Village Name | Communication | Resources | Disposition | Bureaucratic Structure |
|---|---|---|---|---|
| **Langkap Village** | There is already a training SIPADES process for how to fill, input, manage village asset data. | Knowledge and skills in the application of Sipades are good | Sis already good according to their respective team parts | Divided into 2 teams, namely the management team and inventory team |
| **Proto Village** | No training on the use of SIPADES yet | Village devices are still not proficient in the use of the SIPADES application | Village asset management policy is *top-down* | The bureaucratic capacity of the Proto Village Government is quite adequate in the governance of village asset management |
| **Jrebeng Kembang Village** | No training on the use of SIPADES yet | Village devices are still not proficient in the use of the SIPADES application | The division of tasks in the management of village assets using SIPADES is not yet clear | The bureaucratic capacity of the Proto Village Government is quite adequate in the governance of village asset management |

Source: Processed by Authors, 2022

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## Conclusion

The implementation of village asset management policies in the Proto Village Government, Langkap village and Jrebeng Kembang Village already exists that can run SIPADES properly. However, there are still many villages that have experienced some obstacles. Among them is the lack of communication aspects of training and assistance in the SIPADES application in village asset management. Meanwhile, in its use, SIPADES requires guidance and assistance because there is a very large menu in inputting village assets. In terms of human resources, village officials are still not proficient in the use of the SIPADES application. Non-human resources are still lacking in the internet network, because in the Proto Village Government office and Jrebeng Kembang Village there is no internet. In the disposition aspect, the village asset management policy is top-down in which this then has consequences for challenges in the implementation of the policy, which are less applicable and complete in the administration of village assets. In addition, in the bureaucratic aspect, the implementation of village asset management policies in the Proto Village Government of Pekalongan Regency still experiences problems in the form of an asset input process. Input takes a long time.

In order for the implementation of the Village Asset Management SIPADES Application policy to help realize Good Governance, the government must be able to solve problems that arise in the use of the SIPADES application. Efforts can be made by providing intense assistance to all village governments in Pekalongan Regency in operating the SIPADES application. Assistance must be sustainable so that the village government can utilize the SIPADES application in helping to realize Good Governance.

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