

ANALYSIS OF IMPROVING THE EFFICIENCY AND EFFECTIVENESS OF STATE PROPERTY (SP) IN THE BPS WORK UNIT OF AMBON CITY

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Abstract

State Property (SP) is an important asset in supporting various government agencies. Good management of SP based on the principles of effectiveness, efficiency, ethics, and economy is the key to ensuring that state resources are used optimally. However, in its implementation, problems often arise that hinder the management of SP, starting from the constraints of the availability of minimal SP maintenance budget, frequent overlapping of authority in the Work Unit, to the lack of order in the management and maintenance of state assets due to various things. This study examines the main principles in the management of SP and the challenges faced by the BPS Ambon City Work Unit in implementing these principles. This study is supported by qualitative methods through interviews, observations, and collection of relevant data to support information in the preparation of this scientific paper. The research conducted ultimately resulted in the reality that in efforts to improve the principles of efficient and effective SP management, there are many obstacles experienced by the Work Unit, but to overcome this, steps are needed that begin with managing the available budget to finance the maintenance of state assets and understanding the procedures for good and orderly SP management, where all of these efforts require the role of the Work Unit Leader as the Authorized User of Goods (KPB).

1. Introduction

State property (SP) are important assets owned by the government including the Central Statistics Agency Work Unit of Ambon City and are used to support the implementation of government functions and public services. SP includes various types of assets, such as land, buildings, vehicles, and other equipment (Tjandra, 2022). Good management of SP is very important to ensure that these assets can be utilized optimally in order to achieve national development goals. The principle of using SP focuses on transparency, accountability, and efficiency. Transparency ensures that all management processes can be accessed and monitored by the public, while accountability demands accountability from the parties managing SP. Efficiency is related to the optimal use of resources, so as to provide maximum results at minimal cost (Rarung, 2023). However, in practice, SP management often faces various problems. Therefore, it is important to conduct an in-depth analysis of the principles of SP use and the challenges faced in its management.

This study aims to identify and analyze the principles of SP use and the problems that arise in its management. With a better understanding of these issues, it is hoped that solutions can be found that can improve SP management and in turn improve the quality of public services. This is in line with the opinion put forward by Junaedi (2020) that "Good Corporate Governance is defined as a company that has been managed properly and correctly and is based on the principles of fairness, accountability, responsibility, transparency" (p.21).

The formulation of the problem related to this scientific work is what are the principles of use that must be applied in the management of SP to increase efficiency and effectiveness, general problems faced in the management of SP at the BPS of Ambon City, what is the impact of problems in the management of

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SP on the efficiency and effectiveness of public services and what steps can be taken to overcome problems in the management of SP to achieve the goals of efficiency and effectiveness.

Some of the aims of writing this scientific paper can be described as follows:

1. Analyze the principles of using SP by identifying and explaining the basic principles that must be applied in managing SP to achieve efficiency and effectiveness.
2. Identify SP management problems by researching various problems in SP management.
3. Prepare recommendations by developing concrete steps that can be taken to improve SP management and overcome existing problems.

Meanwhile, the benefits that can be felt from this research in order to provide a positive contribution to the practice of using and managing SP at the BPS Work Unit of Ambon City include:

1. For scientific research: contributing to the development of science and research in the field of public asset management and public policy.
2. For the BPS Work Unit of Ambon City: provide useful recommendations to improve the management of SP, which can support government policies in more orderly management of state resources.
3. For SP practitioners and managers: providing guidance and best practices in SP management that can be applied by managers in various government agencies; and
4. For increasing efficiency and effectiveness: encouraging efforts to increase the efficiency and effectiveness of SP management, so that it can provide maximum benefits for national development.

In line with the background above, the research conducted by Monik Ajeng Puspitoarum in her journal entitled Analysis of State Property (SP) at the Central Statistics Agency (BPS) of Makassar City also emphasized that the SP management cycle basically includes planning, implementation, and supervision, which of course is carried out by the state asset management team and under the supervision of the Head of the Work Unit as the Authorized User of Goods who is also the Authorized Budget User. should begin with planning needs and budgeting. Puspitoarum (2016) through her journal also stated that, "SP management should begin with planning needs and budgeting. With good planning, it can smooth the next stages. Conversely, poor planning can have a negative effect on the next management stages" (p.8).

2. Method

This study uses a qualitative approach that focuses on the analysis of the principles of use and problems of SP management in the BPS Ambon City Work Unit, in order to improve the efficiency and effectiveness of its management. Meanwhile, several methods used in collecting data, including:

1. Interview with the SP management operator of BPS Kota Ambon to obtain information on the principles of use, challenges faced, and solutions implemented to improve the efficiency and effectiveness of its management.
2. Observation, namely observing the SP management process directly to understand the practices taking place at the BPS of Ambon City; and
3. Documentation study by reviewing documents related to SP management, such as State Property Reports and supporting documents for SP management procedures.

3. Result and Discussion

In this study, the data obtained based on interview methods, observations, along with supporting data/documents collected and facilitated by the SP Management Team of BPS Ambon City, show the results of the analysis of the implementation of the principles of using SP in order to increase the efficiency and effectiveness of SP management as follows:

3.1. Result and Discussion 1

Transparency: The BPS Ambon City Work Unit shows an effort to implement transparency in the management of SP, where recording of purchase transactions, usage, to the disposal of state assets is carried out through an integrated Ministry of Finance application, namely SAKTI (Agency Level Financial Application System) Asset Module, so that it is monitored directly in real time by the Commitment Making Officer (PPK) and the Head of the Work Unit as the Goods User Authority (KPB) and Budget User Authority (KPA). Setyaningsih (2021) stated that "In this digital era, in order to support these tasks and functions, the government has also prepared various regulations supported by the development of SP applications, with the hope of becoming a reference in the SP management process in work units so that it can run in an orderly, maintained and secured manner" (p.1).

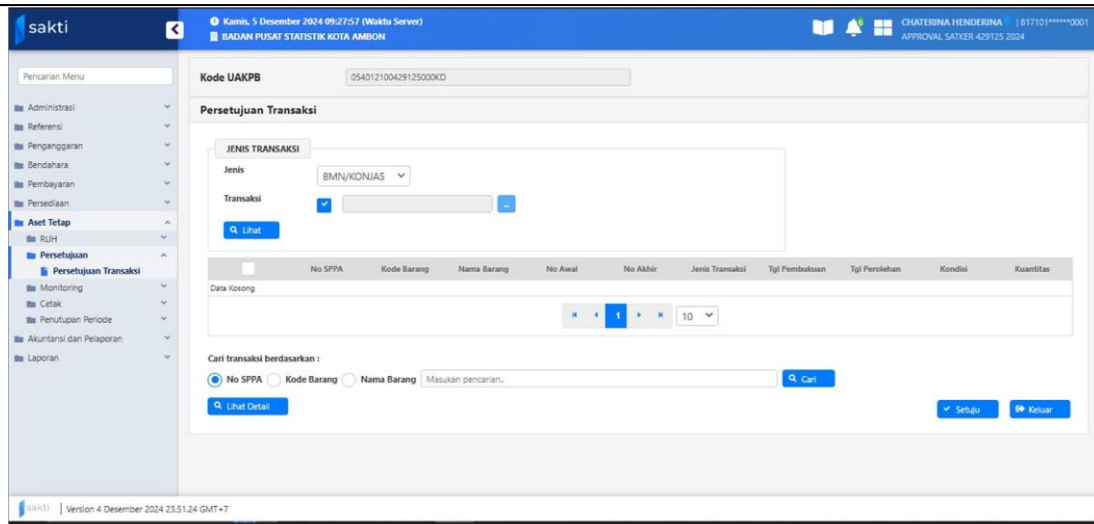


Figure 1. User Approver of Sakti Application Assets
Source: Sakti Application Asset Module, BPS, Ambon City, 2024

The image above shows the display on the Sakti Application Asset Module which is accessed by the Head of the Work Unit as the User Approver who can monitor and then approve all transactions for purchasing, using, and deleting assets recorded by the SP operator.

3.2 Result and Discussion 2

Accountability: As a form of accountability for the management of state assets, the SP management operator also prepares a State Property Report every Annual and Semester period in the current budget year. This SP Report will be submitted to BPS RI as a reviewer at the agency level so that. Notes on this SP Report are also one of the mechanisms for archiving physical documents related to SP management which must be carried out according to the provisions so that cross-checks can be carried out as correction material when there is a difference in data between the application system and physical evidence (Wirananda, 2020).

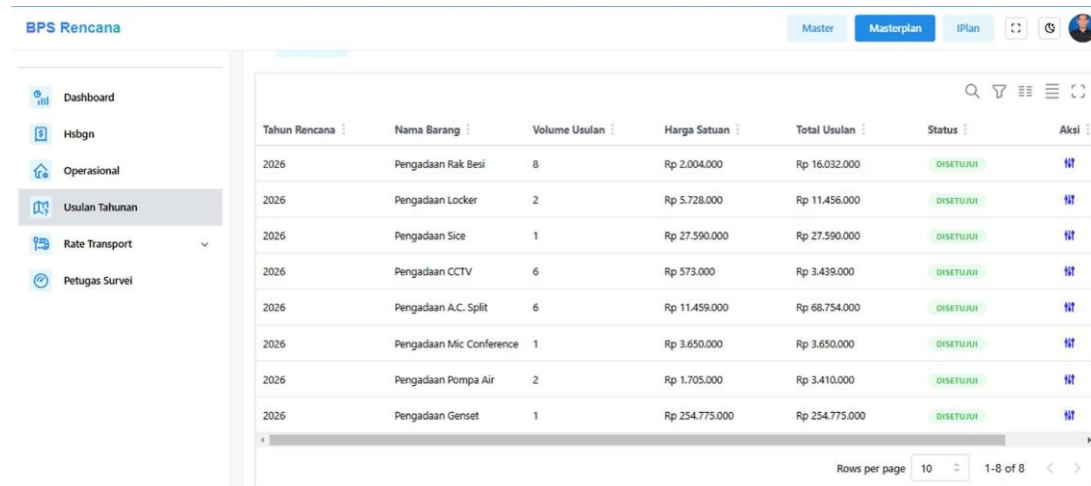


Figure 2. State Property Report for the Period of 2023 and Semester I of 2024
Source: BPS Archives, Ambon City, 2024

The image above is the State Property Report for the 2023 Unaudited Period and the First Semester of 2024 Unaudited compiled by the SP Operator of the Ambon City BPS through an accounting process for financial transactions, assets, debts, equity funds, income and expenditure, including financing and calculations.

3.3 Result and Discussion 3

Efficiency: The SP management team has implemented a policy to optimize the use of SP by prioritizing the identification of urgent SP purchasing needs planning first as a supporting asset facility for the smooth implementation of office work. This is because State Property is a fundamental capital for the implementation of public service functions carried out by the Work Unit (Utomo, 2023).



Tahun Rencana	Nama Barang	Volume Usulan	Harga Satuan	Total Usulan	Status	Aksi
2026	Pengadaan Rak Besi	8	Rp 2.004.000	Rp 16.032.000	DISETUIJI	HT
2026	Pengadaan Locker	2	Rp 5.728.000	Rp 11.456.000	DISETUIJI	HT
2026	Pengadaan Sice	1	Rp 27.590.000	Rp 27.590.000	DISETUIJI	HT
2026	Pengadaan CCTV	6	Rp 573.000	Rp 3.439.000	DISETUIJI	HT
2026	Pengadaan A.C. Split	6	Rp 11.459.000	Rp 68.754.000	DISETUIJI	HT
2026	Pengadaan Mic Conference	1	Rp 3.650.000	Rp 3.650.000	DISETUIJI	HT
2026	Pengadaan Pompa Air	2	Rp 1.705.000	Rp 3.410.000	DISETUIJI	HT
2026	Pengadaan Genset	1	Rp 254.775.000	Rp 254.775.000	DISETUIJI	HT

Figure 3. Recording of Asset Procurement Planning Proposals Through the IPLAN Application
Source: IPLAN Application, BPS, Ambon City, 2024

According to the image above, the IPLAN application of BPS Kota Ambon accommodates all asset procurement proposal plans that have been inputted by the SP Operator based on the asset identification list that is important and very much needed to support office services for the next few years.

ome of the problems encountered by the BPS Ambon City Work Unit in managing SP are:

1. Each state asset has its own useful life. The reality in the field, there are still several units of official vehicles that are severely damaged before their useful life expires. This is due to several factors, including negligence in use and maintenance by vehicle owners due to lack of knowledge regarding manuals for use and maintenance. This problem is also supported by the lack of maintenance budget which often causes SP to not be properly maintained. The existence of an internal policy of BPS RI since 2020 due to the COVID-19 outbreak and various other policies in the form of budget savings/rationalization so that several activity budgets have automatic adjustment status which also has an impact on the maintenance budget for equipment and machinery. This condition causes a decrease in asset quality which can result in assets becoming unfit for use before their useful life expires (Srikalimah, 2022).
2. There are still several state assets that are in a state of severe damage, such as AC (air conditioning) units, PCs (personal computers), UPS (power supply units), official vehicles, and several other assets, but the process of being written off has not yet been carried out according to procedural provisions. This is because the SP management team is still trying to ensure that the severely damaged assets can be given maintenance measures. However, in practice, assets that are classified as severely damaged require maintenance costs that are much higher than their acquisition costs.
3. Overlapping authority also often occurs. Sometimes in certain conditions, there are differences in understanding between users of goods and the SP management team regarding the responsibility of SP management, so that the right solution or alternative has not been found when there is a problem in SP management.

The problems faced in the management of SP at BPS Kota Ambon, have contributed to the low efficiency and effectiveness of office services. Poorly maintained assets can have a direct impact on the quality of service, because poorly maintained assets can interfere with the ability of the Work Unit to dedicate optimal services both internally and externally, especially external parties who need BPS Kota Ambon data services.

In improving the principle of efficiency and effectiveness of SP management, the BPS Ambon City Work Unit itself has attempted to take policy steps to overcome the problems that occur. One of the basic things that is done is to regulate the availability of the budget in the midst of the implementation of the budget rationalization that occurs, so that the budget for maintaining equipment and machinery assets as well as buildings and structures can be provided and used effectively and efficiently to make repairs to office assets that are classified as lightly damaged and moderately damaged. BPS Kopat Ambon has also implemented a policy to optimize the use of SP along with its budget by prioritizing the identification of urgent SP needs planning first as a supporting facility for the smooth implementation of office work.

Consistent steps that can be taken to improve the physical, administrative and legal control of SP are as follows:

1. Conduct manual training on the use and maintenance of new assets so that the risk of damage can be minimized.
2. Optimizing the budget by carrying out periodic SP maintenance (service and maintenance).
3. Employees must eliminate the paradigm of using SP carelessly, with the consideration that SP procurement can be carried out again. This kind of thinking can cause state assets to deteriorate more quickly before their useful life ends.
4. Assets that have been severely damaged, more precisely, must immediately be determined as being deleted according to the provisions, so that the principles of efficiency and effectiveness can be applied;
5. The involvement of leaders is also important in terms of building commitment among all employees that SP management is a shared responsibility, therefore all ASN are required to use, maintain, and guard effectively and efficiently all state assets which in essence support the implementation of office work;
6. The leader of the SP management team, even all employees must periodically develop knowledge and competence in the field of SP management, in order to study the procedures for organizing, maintaining, and maintaining SP properly and correctly.

The BPS Ambon City Work Unit through the SP Leadership and Management Team is required to build a better and more organized supervision system, build a routine maintenance program with a minimal budget to maintain the quality and value of SP, and reduce the complexity of SP management procedures to increase responsiveness and efficiency. This is in line with what was stated by Agustina (2021) where "the state wealth corridor must be utilized as much as possible to support the smooth running of the main tasks and service functions, and enable the budget function in utilizing wealth to contribute to state revenues" (p.109).



BADAN PUSAT STATISTIK KOTA AMBON

KEPUTUSAN KUASA PENGGUNA ANGGARAN
BADAN PUSAT STATISTIK KOTA AMBON
NOMOR 004/SK/KPA/BPS.71/2023

TENTANG

TENTANG PETUGAS PENGURUS/PENYIMPAN BARANG MILIK NEGARA
DAN BARANG PERSEDIAAN BADAN PUSAT STATISTIK KOTA AMBON
TAHUN ANGGARAN 2023

KUASA PENGGUNA ANGGARAN BADAN PUSAT STATISTIK KOTA AMBON

Menimbang : bahwa dalam rangka penataan dan pengelolaan Barang Milik Negara dan Barang Persediaan Badan Pusat Statistik Kota Ambon Tahun Anggaran 2023, perlu mengangkat dan menetapkan Petugas Pengurus/Penyimpan Barang Milik Negara dan Barang Persediaan Badan Pusat Statistik Kota Ambon Tahun Anggaran 2023 dengan Keputusan Kuasa Pengguna Anggaran Badan Pusat Statistik Kota Ambon;

Mengingat : 1. Undang-Undang Nomor 16 Tahun 1997 tentang Statistik (Lembaran Negara Republik Indonesia Tahun 1997 Nomor 39, Tambahan Lembaran Negara Republik Indonesia Nomor 3683);
2. Undang-Undang Nomor 17 Tahun 2003 tentang Keuangan Negara (Lembaran Negara Republik Indonesia Tahun 2003 Nomor 47, Tambahan Lembaran Negara Republik Indonesia Nomor 4286);
3. Undang-Undang Nomor 28 Tahun 2022 tentang Anggaran Pendapatan dan Belanja Negara Tahun Anggaran 2023 (Lembaran Negara Republik Indonesia Tahun 2021 Nomor 245);
4. Peraturan Pemerintah Nomor 51 Tahun 1999 tentang Penyelenggaraan Statistik (Lembaran Negara Republik Indonesia Tahun 1999 Nomor 96, Tambahan Lembaran Negara Republik Indonesia Nomor 3854);
5. Peraturan. ...

5. Peraturan Pemerintah Nomor 50 Tahun 2018 tentang Perubahan Atas Peraturan Pemerintah Nomor 45 Tahun 2013 tentang Tata Cara Pelaksanaan Anggaran Pendapatan dan Belanja Negara (Lembaran Negara Republik Indonesia Tahun 2018 Nomor 229);
6. Peraturan Pemerintah Nomor 28 Tahun 2020 Tentang Perubahan Atas Peraturan Pemerintah Nomor 27 Tahun 2014 tentang Pengelolaan Barang Milik Negara/Daerah;
7. Peraturan Presiden Republik Indonesia Nomor 86 Tahun 2007 tentang Badan Pusat Statistik (Lembaran Negara Republik Indonesia Tahun 2007 Nomor 139);
8. Peraturan Kepala Badan Pusat Statistik Nomor 8 Tahun 2020 tentang Organisasi dan Tata Kerja Badan Pusat Statistik Provinsi dan Badan Pusat Statistik Kabupaten/Kota;
9. Keputusan Kepala Badan Pusat Statistik Nomor 352/PA/2022 Tentang Kuasa Pengguna Anggaran Badan Pusat Statistik Tahun Anggaran 2023 di Wilayah Provinsi Maluku.

Memperhatikan : Daftar Isian Pelaksanaan Anggaran (DIPA) Badan Pusat Statistik Kota Ambon Nomor : SP DIPA-054.01.2.429125/2023, Tanggal 30 November 2022;

M E M U T U S K A N :

Menetapkan : KEPUTUSAN KUASA PENGGUNA ANGGARAN BADAN PUSAT STATISTIK KOTA AMBON TENTANG PETUGAS PENGURUS/PENYIMPAN BARANG MILIK NEGARA DAN BARANG PERSEDIAAN BADAN PUSAT STATISTIK KOTA AMBON TAHUN ANGGARAN 2023.

KESATU : Mengangkat dan menetapkan Sdr NIP. 198208092009011010 sebagai Petugas Pengurus dan Penyimpan Barang Milik Negara dan Barang Persediaan Badan Pusat Statistik Kota Ambon Tahun Anggaran 2023 dan diberikan honor per bulan sebesar Rp. 300.000,- sesuai ketentuan yang berlaku;

KEDUA : Petugas Pengurus dan Penyimpan Barang Milik Negara dan Barang Persediaan Badan Pusat Statistik Kota Ambon sebagaimana tersebut pada diktum KEDUA Keputusan ini bertanggung jawab atas pelaksanaan tugas yang menjadi tanggung jawabnya.

KETIGA. ...

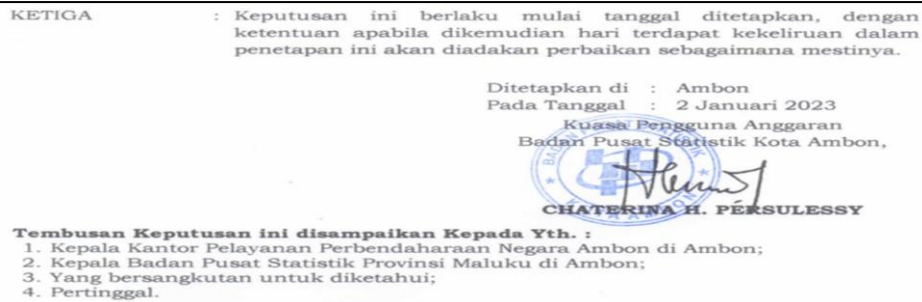


Figure 4. Decree of the Officer for Management/Storage of State Property and Inventory of BPS Ambon City

Source: BPS Ambon City Archives, 2024

The image above is the determination of the State Property and Inventory Management/Storage Officer who works through a Decree that regulates the position of the officer concerned. The employee appointed by the Head of the Work Unit will be tasked with managing the SP cycle of Ambon City BPS as in image 5 below, so that the principles of efficiency and effectiveness of its management can continue to increase from year to year.

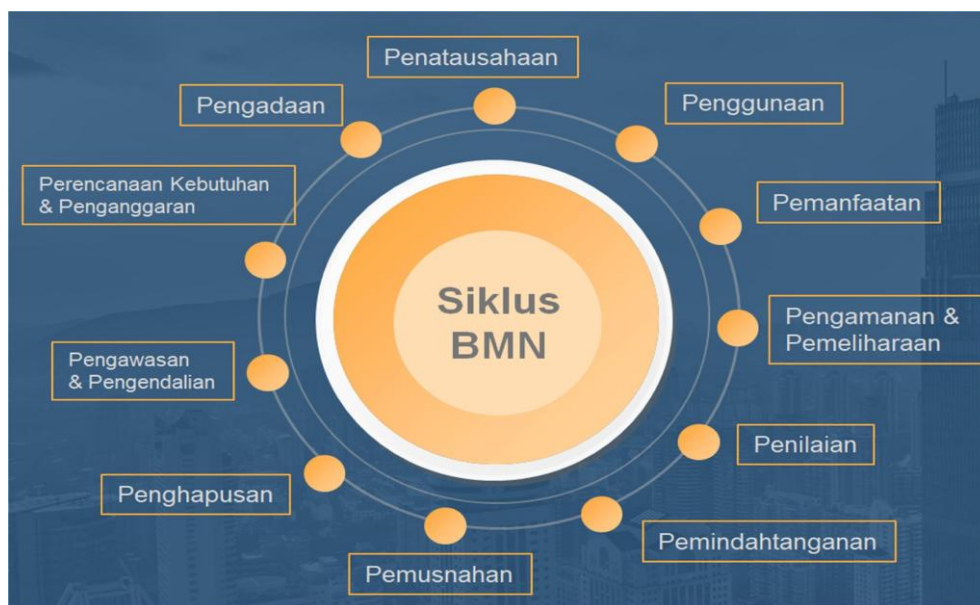


Figure 5. SP Management Cycle
Source: BPS Archives, Ambon City, 202

4 Conclusion

This study shows that the implementation of the principles of effective and efficient use of SP is still hampered by various problems. By overcoming these challenges, it is hoped that the SP management system can be improved to support the efficiency and effectiveness of office services at the BPS Ambon City Work Unit. Management of state assets requires the application of solid principles to ensure that state assets are used optimally. However, problems such as administrative constraints and inadequate maintenance systems often hinder the achievement of efficiency and effectiveness in SP management. Work Units such as BPS Ambon City need to increase their focus on asset management by doing the basics at the beginning of each budget year, namely regulating and utilizing the availability of existing budgets to ensure that SP is maintained and used appropriately and optimally to support employee duties and functions, of course requiring the role and support of the Head of the Work Unit as the Authorized User of Budget and Goods and the SP Management Team (LIPI General Bureau, 2020).

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