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# **ROLE OF ORGANIZATIONAL DEVELOPMENT, INTEGRATED REPORTING <IR> IMPLEMENTATION AND OPTIMIZING ON REGIONAL ASSET MANAGEMENT**

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## **ABSTRACT**

**Purpose:** This study aims to describe how does the role of organizational development and integrated reporting <IR> implementation within optimizing on regional asset management. **Design/methodology/approach:** As a qualitative research with subject of regional government in Indonesia. Used informational analysis approach from secondary data from archives related to regional asset management. **Findings:** The role of strategic, social, technical and administrative organizational development is relative more dominant in the clarity of the role of goals to be achieved in optimizing of regional asset management. Meanwhile, there are challenges either in meeting or to implement processes clarity to achieve an optimizing on regional assets management. The perspective of implementing <IR> for regional asset reporting is needed because of the role of the model in achieving organizational value, social and environmental accountability by reporting mechanism. **Contribution:** Result of research can be used as insight to implement the optimizing on regional asset management as well as in achievement sustainable regional asset management.

**Keywords:** organizational development, integrated reporting, optimizing, regional asset management

## **1. Introduction**

Efforts to achieve the optimizing of regional asset management are in line with the substance of the objective of realizing good governance. The realization of the spirit of good governance provides a role for local government entities in managing and utilizing regional assets for public services and financial performance. Included in this context is the importance of fulfilling regional asset reporting into regional government financial reports which are fulfilled by reason of internal control that must be fulfilled by management (GR Number 28 of 2020). Along with

its development, the management of regional property has become increasingly complex, so that an optimal, effective and efficient management of regional property is needed (Gager, 2018; Intellis, 2019). Optimizing regional asset management requires the fulfillment of achievement criteria, such as regional financial performance achievements and non-financial performance achievement.

Normatively, regional asset management requires an implementation framework in RE-AIM, as acronym of Reach, Effectiveness, Adoption, Implementation, Maintenance (Nilsen, 2015), in the implementation of the theoretical framework. According to the context, regional asset management requires organizational development, related to the behavior and involvement of management and organizational members (Pragma, 2021). In this context, within a broad scope where regional asset management is part of global accountability, it is necessary to fulfill the quality management principles that refer to ISO 55000: 2014; Asset Management- Overview, Principles and Terminology), which underlies the fulfillment of the principle (doing right) in the implementation of the policy (doing good) for standards on regional asset management. Referring to the Minister of Home Affairs Regulation for Regional Government Information Systems (M of HA Regulation Number 70, 2019), and in line with the needs of regional asset management in regional financial reports (GR Number 71, 2010). Furthermore, to implement <IR> (IIRC, 2011, 2013, 2018, 2019) for Regional Governments as fulfillment system development (Hifni and Sayudi, 2017) through a Regulatory Impact Assessment (RIA) approach (Kurniawan et al., 2018). Therefore, in the local government management environment, both the implementation of E-Government and the initiative for the implementation of <IR> is a strengthening of the implementation of regional asset management (PI Number 3 of 2003; SMT, 2019).

Functionally, the objective of achieving the optimizing of regional asset management requires administrative compliance, which includes both reporting compliance and the achievement of management performance, with reference to all applicable regulations (Law No. 17 of 2003, Law No. 1 of 2004, Law No. 15 2004, Law Number 23 Year 2003, Law No. 32 of 2009, GR Number 71 of 2010; M of HA Regulation Number 19 of 2016). Therefore, there are at least two objectives that must be met simultaneously by regional governments to achieve either the optimizing of regional asset management or a s well as to communicate the sustainable regional asset management through by reporting systems. Furthermore, due to the goal of regional asset management, this has caused the performance of regional asset management in Indonesia still have challenges in achieving it. Although the regulatory reference set is directed at maintaining the 3 (three) pillars of good Regional Financial Management, namely transparency, accountability, and participation. Because, however, this approach has factually led to a highly controlled environment of organizational reporting systems, with various public interventions serving as models for symbolic reporting systems (Radaelli and De Francesco, 2007). In terms of financial reporting and financial performance, the variety of existing regulations has the potential to cause delays in coordination and alignment in the local government reporting system in the management of regional assets. With various regulations as guidelines for the reporting system, it also creates bureaucratic burdens, such as administrative burdens in the reporting system (Atlan, 2013).

Facts referring to previous studies shows that regional asset management is still part of the obstacles to financial administration performance, such in the findings of auditing on financial reports. The facts as the results of research conducted by Mardiasmo, et al (2012) and Mardiasmo (2012) on 3 (three) Regional Governments in Indonesia revealed that the slow pace of government asset management reform is caused by: (1) Reforms are still at an early stage; (2) Limited HR capabilities; (3) Slow completion of ownership documents; and (4) low asset benefit function. Then, a study for the World Bank conducted by Kaganova and Nayyar-Stone (2000) which explains that Regional Governments in almost all countries have public assets (government assets) in significant amounts. It is a research evidence that many Regional

Government entities in developing countries are not aware that public assets are a portfolio that should be managed properly because it can provide direct benefits, namely efficiency on a limited budget and potential revenue from asset utilization. Facts, according to Kaganova and McKellar (2006), shows where many Regional Government entities around the world are the owners of the largest assets in terms of quantity and value compared to any institution or corporation in their respective regions. In another study by Hanis, et al (2011) on Regional Government entities, it is also known that there are other factors that hinder the management of regional assets, such as: (1) not yet comprehensive policy framework; (2) the traditional perception that does not prioritize the potential utilization of public assets for regional income; (3) Inefficiency; (4) Limited data; and (5) Limited human resources. Subsequent studies, which were conducted in 2011 and 2012, need to be juxtaposed with the facts presented by the Supreme Audit Agency of Indonesia on the management of this regional asset in the Summary Report of Audit Results that the author summarized from Semester I and II of 2015 and Semester I of 2016, where several problems that often arise are: (1) Asset recording has not been carried out or is inaccurate; (2) Assets are not backed by reliable data; (3) The report preparation process is not in accordance with the provisions; (4) Assets have not been optimized (underutilized); (5) Standard operating procedures (SOP) have not been prepared; (6) Assets in the form of uncertified land; (7) Assets are controlled by other parties; (8) Assets whose whereabouts are unknown; and (9) The mechanism for asset write-off is not in accordance with the provisions (Lukito, 2017).

Optimizing of regional asset management is required for each of regional government. Meanwhile, there are the performance of regional financial planning has implementation challenges in achieving it. The challenges of the effectiveness of regional revenue receipts, the low achievement of regional original income, as well as the inequality and comparability of central government transfer funds in the regional budget which have caused the regional independence ratio to remain low (Hifni and Suryani, 2012; Yasrie, 2018; Sahara, and Muzdalifah, 2019). In the context of the challenges of regional asset management for optimizing, it shows that Asset Maintenance/Management Organizations often do not function optimally. The reason for this, apart from the obvious possibility of poor management, is often found in the communication gap between those who manage the organization and those who perform the actual maintenance of the equipment. This phenomenon is also known as the strategic asset maintenance/management gap” (Coetzee and Nkosi, 2019).

Several studies related to the optimizing of regional asset management in the context of financial administration performance (financial reporting) and financial planning performance have been proposed. The fact is that the utilization of regional assets has not been optimal in the performance of Regional Original Revenue (Widiantari and Jayantiari, 2017). The fact that there is an influence of the assessment and condition of regional assets on the optimizing of asset utilization (Sherly et al., 2017). In fact, regional asset management affects the quality of Regional Government financial reports (Ali, 2019). There is a substantive aspect of legal construction in optimizing regional asset management (Setiabudhi, 2019). The fact that there is an influence of fixed asset management on the quality of financial reports (Imas et al., 2021).

Referring to the description above, it shows the facts which cannot be concluded from previous studies with the theme related to why and how efforts are made to achieve optimizing of regional asset management. The challenges faced indicate and can be included in the normative level of an organization that requires stages for development (Albrecht, 1983; Coetzee and Nkosi, 2019). As well as the perspective on the importance of a standard guideline in asset management (ISO 55000) with a global perspective. Then there is a need for reported asset management with reporting initiatives that fulfill more than just reporting formalities, but need reporting system which can fulfill asset management reporting that creates value for the organization, social and environmental historically, current and future (Adams, 2015; IIRC, 2011, 2013, 2018, 2019).

The objectives and benefit of this research were conducted to answer research problems related to how to achieve organizational goals and processes for optimizing regional asset

management with implementation theories of organizational development, fulfill the guidelines for ISO 55000, dan to implement <IR> within regional asset management. (i) How to fulfill the role of clear goals and process clarity in strategic, technical, social, and administrative aspects in optimizing regional asset management, (ii) How is a standard guideline for asset management with global perspective to support optimizing of regional asset management (iii) How are initiatives reporting <IR> can fulfill the communication of the economic value of asset management, social and environmental, as well as the achievements of human resources capital aspects, intellectual property and manufacture capital related business processes. The benefits of this research provide insight into organizational development policies that are principal and normative, and insights for positive management related to quality standards of regional asset management and reporting in creating sustainable value over time.

**2. Literature Study**

The theoretical perspective is put forward in the role of analysis and explanation in explaining the research phenomenon (Gregor, 2006). In explaining the phenomenon of optimizing regional asset management, using organizational development theory as a normative model (Albrecht, 1983; Coetzee and Nkosi, 2019), with a positive theory of the ISO 55000 quality model as an implementation guideline, and to initiative for an integrated reporting <IR> system (IIRC, 2011, 2013, 2018 , 2019) on regional asset management reporting (Figure 1).

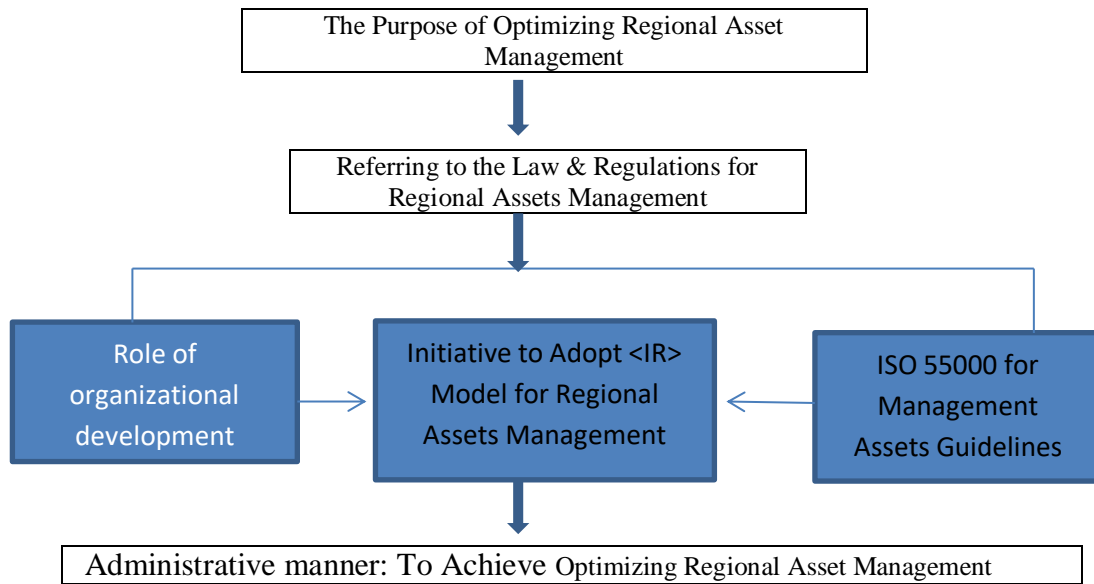


Figure 1: Role of Organizational Development, <IR> Model Implementation For Optimizing on Regional Assets Management

According to Figure 1 shows the phenomenon in an effort to achieve the optimizing of regional asset management. Optimizing of regional asset management requires implementing a successful asset management program within covers perspectives in the fulfillment of program design (Gager, 2018). Optimizing related to efforts to consider how value plays a role in physical asset management, with an important step that the organization fulfills in evaluating the balance between cost, risk and performance, thus enabling better decisions (Intellis, 2019).

Theoretically, in the implementation of <IR> there is a major role in accounting theory in explaining phenomena of regional assets management. Such, agency theory, institutional theory, stakeholder theory and stewardship theory. Agency theory which show that corporations were typically distinguished between the proprietorship and the wealth, being proprietor as principal as agents/executives are hired by them to manage their business and to maximize the firms' wealth generally for shareholders. The institutional theory is recognized that with the help of various mechanisms, such as rules, guidelines, procedures, authoritative, the organizations and the individuals possess the capacity to generate, sustain and can transform the institutions, often can diffuse, disuse or decline the institutions. Then, with stakeholder theory which postulates that an organisation/company should not only pay attention towards the proprietors of firm and profitability but also take care of the society, environment and the economy in which it functions. Lastlty, with stewardship theory which has the basic assumption of underpinned with dimension of behaviour, a perfect steward, psychological mechanism and sociological factors such as organisational culture and situational mechanism (Ara and Harani, 2020).

According to the Institute of Asset Management, asset management strategy is an optimized long-term approach to asset management, which derives from, and is consistent with, the organization's strategic plans and asset management policies. An asset management strategy is a high-level but very important document that guides asset management activities in an organization. The general approach to the process of developing an asset management strategy, requires the implementation of an asset management strategy as a process to achieve the goal of optimizing asset management (DPSI, 2021).

The regulatory basis describes an optimizing of regional asset management as aspects that are managed in the State/Regional asset management policy. Referring to Law Number 1 of 2004 concerning the State Treasury (Article 49 Paragraph (6): Mandating the management of State/regional Property shall be regulated in the next Government Regulation. In accordance with the latest regulation stipulation in GR Number 28 of 2020 concerning Amendments to GR Number 27 of 2014 concerning the Management of State/Regional Property. This regulation encourages the acceleration of infrastructure development in terms of the utilization of state/regional property, namely with limited cooperation for infrastructure financing. GR Number 28 of 2020 concerning Management of State/Regional Owned Goods encourages state revenues through the utilization of state/regional property, including by: (i) Types of leases which can be deposited in stages, namely for State/Regional Property with special characteristics/characteristics; (ii) Borrow-to-use period can be extended; (iii) Addition of parties who can be directly appointed as Utilization Cooperation Partners, and (iv) Build-Use Delivery and Build-Use Handover of State-Owned Goods which can be carried out by the Property User after obtaining the approval of the Property Manager.

Normatively, by organizational development role (Albrecht, 1983; Coetzee and Nkosi, 2019, it shows that asset management implementation is not only the provision of services in systems and processes. It also requires the involvement of different attitudes, behaviors and cultures (contingencies) in the organizational context. The successful implementation of asset management depends on the commitment of organizational members, as well as management support. This is why regional asset management requires attention to organizational factors such as leadership, culture, capacity and competence as very important aspects. These factors have an impact on the development of effective asset management. What is effective in some situations may not be effective in others, so universal roadmaps for asset management implementation are not appropriate. In an organizational context, organizational development is needed as an approach tailor-made in the context of: 'People and implementation'. This approach takes into account the unique dynamics of the organization and leads to optimal asset management (Pragma, 2021).

Referring to ISO 55000: 2014 regarding Asset Management- Overview, Principles and Terminology (ISO, 2014) an Asset Management System becomes a guide for management,



finance, economics, mechanical engineering and work practices applied to physical assets with the aim of being able to provide a level of service maximum with the most efficient cost. This approach is a systematic process carried out to maintain, improve, and operate assets in the most cost-effective way in financing through the creation, maintenance, acquisition, operation, rehabilitation of assets, as well as in the disposal of assets in a connected and integrated manner. Assets can be in the form of goods, objects, or entities that have certain values that are owned and managed by the organization (GR Number 71 of 2010). Assets can be in the form of categories of tangible assets, intangible assets, financial and non-financial. The purpose of implementing asset management is to keep the value of these assets high and have a long service life by providing appropriate, sufficient operating costs, so as to be able to provide high output efficiently, customer satisfaction in service, work safety, comply with regulations, so that in line with environmental sustainability. Asset management in quality criteria, requires asset management steps: (i) Identifying what assets are needed; (ii) Identify cost requirements; (iii) Provide logistical support and maintenance systems for assets; (iv) Acquire assets; and (v) Renew or delete assets so that they can effectively and efficiently meet objectives.

Regional asset management is fulfilled as a strategy for structuring the concept of sustainable development nationally in the context of regional heads as CEO'S in the Era of Globalization and Regional Autonomy (Siregar, 2004). Implementation of <IRF> in asset management reporting can be linked to successful implementation (Nilsen, 2015) according to the scope or stages of RE-AIM: Reach, Effectiveness, Adoption, Implementation, Maintenance. The initiative towards an integrated reporting system for regional asset management can be implemented by referring to the <IRF> role model, with the relevance of the <IR> implementation framework (IIRC, 2011, 2013; 2018, 2019). Regional Government Entities, in an effort to optimize regional asset management, therefore need initiative to achieve an organizational reporting system with optimal regulations, and a supportive regulatory environment to accelerate the implementation of the <IR> system. As a substantive definition, The IIRC (2011) gives a substantive meaning of integrated reporting <IR>: "Integrated Reporting brings together material information about an organization's strategy, governance, performance and prospects in a manner that reflects the commercial, social and environmental contexts in which it operates. In turn, It provides a clear and concise representation of how an organization demonstrates stewardship and how it creates and sustains value" (IIRC, 2011, p. 3). Therefore, a paradigm shift in the implementation of an integrated approach in monitoring sustainable development worldwide should be promoted. This could have economic, financial and business consequences; for instance, to support national development plans by creating national (Trucco et al., 2021). The adoption of integrated reporting (IR) can describe the value creation process of an organization, by considering the influence of the external environment, relationships, and various resources. By including the concept of sustainable development, the revised IR Framework (IIRC, 2013) can be translated at various levels of analysis, by helping firms, local authorities, countries, or other stakeholders in developing proper strategies to improve their process of sustainable development creation. However, there are challenges and opportunities to reach the level of implementation of <IR> which requires relevance with the characteristics according to the problems faced today, and future market needs in the current main trends (IIRC, 2018, 2019)

### **3. Research Method**

This research was conducted with a qualitative approach (Creswell and Creswell, 2018). In describing the research aspects, namely: the role of organizational development, ISO 55000 guidelines, and implementation of an integrated reporting <IR>, and optimizing of regional asset management. Research data are regional assets management (referring to the Law and Regulations) either as qualitative data in research or as examples of cases in local government.

Secondary research data is sourced from Regional Government documents (web based), applicable regulatory documents, as well as empirical research facts that are relevant and serve as references in research. The research subject is the population of Regional Government entities in Indonesia, with the subject of discussion on provincial, district and city government entities in Indonesia (34 provinces, 416 districts, 98 cities). Research aspects include: The role of organizational development with sub-aspects of strategic, technical, social, administrative (Albrecht, 1983; Pragma, 2021), Guidelines for asset management within ISO 55000, Implementation of an integrated reporting with integrated reporting framework, consist of: Fundamental concepts, key requirements, guiding principles, content elements (IIRC, 2011, 2013, 2018, 2019), and an Optimizing of regional asset management with sub-aspects of financial planning performance achievement and financial administrative performance (Reporting) (Gager, 2018; Intellis, 2019; GR Number 71, 2010; GR Number 28, 2020). This research used data analysis of informational analysis on the research aspect of the study with the privileged methodical text approach and the marginalized amethodical text approach (Truex et al., 2000). Furthermore, used functionality of the role theory within the levels of grand/macro, middle range/meso, and application/micro theories (Hassan and Lowry, 2015; Seroa and Ferreira, 2019).

## **4. Analysis, Results and discussion**

### **4.1. Regional Asset Management Optimizing**

As describes within Government Regulation (GR) Number 28 of 2020 as a formal guide for asset management, formally show up the exist of development of the environment, management, and sustainable development, the management of State/Regional Property has become increasingly complex, so it needs to be managed optimally, effectively and efficiently for asset as capital of organization. Then, within regional asset management, it is managed in each regional government work unit as an accounting entity (GR Number 71, 2010). Using an inventory card for inventory books according to asset classification. This practices undertaken to fulfill the internal control aspects of asset protection from local government entities (GR Number 60, 2008). At the regional government entity level, regional asset management is managed through the regional asset management agency (Regency and City Government), as well as through the regional equipment/asset bureau (provincial government level) as a reporting entity. Regional asset management is periodically reported in the financial report media of regional work units and through regional financial management work units through regional financial reports. The performance of regional asset management is known through the Budget Realization Report, as well as the Periodic Operational Report of Regional Government entities ( M of F Number 06/PMK.07/2012).

Regional governments are normatively part of the global organizational system. Regional asset management through the regional reporting system is part of the reporting system that has so far been implemented by regional government entities. Regional governments in Indonesia such as provincial governments, district governments, and city governments as reporting entities carry out their reporting functions through all regional government work units (RGWU) as accounting entities (Law Number 17, 2003, Law Number 1, 2004; Law Number 15, 2004 ; GR No. 71, 2010). In terms of technology, Regional Governments use information technology in the implementation of the Regional Management Information System (RMIS), and the Regional Financial Management Information System (RFMIS). These two types of application systems are implemented to facilitate financial reporting of Regional Government systems nationally. Fulfill Regional Government reporting communication which includes horizontal communication between accounting entities (RGWU-Regional Government) and Regional Financial Management Units (RFMU) as Regional Government reporting entities (Province, District/Regency, City) (GR No. 71, 2010). The Regional Government financial reporting system is supported by internal

supervision by the regional inspectorate. In vertical reporting to the provincial government and to the central government (M of H A and Ministry of Finance), the financial reporting of Regional Government will act as a mandatory assessment through by financial audits with external supervisors by Audit Board of the Republic of Indonesia. Furthermore, this audited financial report will be communicated to the regional people's representatives during the development supervision stage.

In this section, an analysis is presented between the research aspects, the synthesis or the results and their discussion. The analysis was carried out on the object of observation in the form of regional assets according to the classification of fixed assets according to Standard Statement of Governmental Accounting (Number No. 7 ) are as follows within six types (GR Number 71 of 2010). In the context of optimizing regional asset management, regional asset management aspects are part of regional financial management (Table 1).

Table 1  
Regional Asset Management Optimizing

No	Organization development area	Regional Asset Type	Guidelines <IRF>	Emphasis on optimizing aspects
1	Strategic	1. Land 2. Equipment and Machinery 3. Building & Construction 4. Roads, Irrigation and Networks 5. Other Fixed Asset 6. construction in progress	Fundamental concepts	Reporting achievements in economic, social and environmental values
2	Technique		Key requirements	Reporting achievements in economic, social and environmental values
3	Social		Guiding principles	Reporting achievements in economic, social and environmental values
4	Administrative		Content elements	Reporting achievements in economic, social and environmental values

(Sumber: GR Number 71, 2010; GR Number 28, 2020; IIRC, 2011, 2013, 2018, 2019 )

As describes in Table 1, there are regional asset management as part of regional financial management which consist of activities, such as planning, budgeting, implementation, administration, reporting, accountability, and supervision of Regional Finance on regional asset management (GR Number 12, 2019). Furthermore, regional asset management has roles as a part of the main tasks and functions of regional government entities, according to the nomenkaltur of regional government ranks, in communicating regional asset management which is described through: Technical coordination meetings with monitoring activities linkages regional asset management in the Regional Long-Term Development Plan (RLTDP) - Linkages in Regional Medium-Term Development Plans (RMTDP) - Linkages in Regional Government Work Plans (RGWP) - Regional Government Strategic Plans (RGSP). The context of regional asset management according to regulations provides the basis for local governments to fulfill management considerations into several activities. Aspects of needs planning and budgeting, procurement, receipt, storage and distribution, use, administration, utilization or use, security and maintenance, assessment, elimination, transfer, guidance, supervision and control, financing and claims for compensation. How do these activities administratively meet efficiency, with compliance with regulations that guide their implementation (GR Number 60, 2008). Meanwhile, there is a need to be able to achieve optimizing of regional asset management that supports local

revenue receipts, in line with the utilization of regional assets in providing development services to the community.

Referring to the idea (states in table 1), we can view the general approach to the process of developing an asset management strategy, requires the implementation of an asset management strategy as a six-step process, such as: (i) Review the organizational structure, (ii) Conduct an asset management self-assessment, (iii) Identify asset management policies and objectives to be achieved, (iv) Prepare and implement an asset management action plan, (v) Review and monitor progress, (vi) Feedback from stakeholders. Technologically the asset management approach requires the technology of the role of maintenance management software. A key component of an asset management strategy is computerized maintenance management software (CMMS). By leveraging CMMS software, organizations can save time and money in a number of different ways: (i) Labor costs can be reduced as staff efficiency is maximized, (ii) Asset downtime delays are minimized, as replacement parts and inventory are available before maintenance work orders scheduled, (iii) Work order feedback loops are available to create a more detailed view of the history of a particular asset, allowing for more accurate analysis of similar assets and maintenance records. As part of implementing an asset management strategy, examine the preventive maintenance requirements for each asset (DPSI, 2021).

Furthermore, as states in Table 1, there are perspective on organizational development is put forward regarding the concept of asset optimizing that is put forward as more than just facilitation management that manages buildings, infrastructure and services, but is very important to fulfill the success of the service function of every organization. Asset optimizing is an effort to make strategic improvements to the effectiveness of the asset management methodology, by providing a more holistic adjustment. Several key terms as an important perspective are accepted for the context towards asset optimizing: (i) Assets as valuable possessions, (ii) Optimizing as a process or methodology to make something as functional or effective as possible, (iii) The importance of creating value with optimizing asset management must go beyond simple cost reduction strategies. Furthermore, be described of methods for an asset optimizing which are put forward in creating organizational value, namely: (i) Strategic Management, in doing the right job at the right time to provide the right level of service, (ii) More than Maintenance, where asset management requires leadership to drive change and implement controls through management systems throughout the organization, (iii) Increase ROI, with asset management criteria providing value by contributing to efficiency savings, (iv) Value for the organization's customers, (v) Organizational objectives, related to assets better managed which results in a safer built environment, which is directly correlated with increased sustainability and reduced environmental impact, and (vi) Digital difference in perspective of better managed information communication and data analysis can save value of total expenditure organization (Intellis, 2019).

## **4.2. Organizational Development in optimizing regional asset management**

Organizational development of optimizing regional asset management in regional government entities as a normative need that is approached by: a control process, linear with a sequential process, as a universal need, rational with a determining aspect with a goal-driven process (Truex et al., 2000). The overall process in organizational development at the regional government entity in question includes: 1. Assessment. It is a thorough and realistic consideration of the key aspects of the organization to form a “baseline” or point A which is the starting condition. Based on these conditions, future results are assessed. 2. solution to problem. It is a decision to refine the organization about what to work on, setting priorities for it and developing a project plan to implement it. The plan is “point B” and outlines how to achieve it. 3. Implementation. Initiate implementing changes, using any specific techniques and strategies, required to carry out the planned improvements in the organization's functioning. 4. Evaluation. It is a regular approach, to review the results achieved, compared with the expectations set, examine

ongoing progress, and also conduct a large-scale review that will provide information on where we are between point A and point B. In a broader scope, the evaluation stage can be an assessment stage for a new circle of activities (Albrecht, 1983).

The organizational development steps above indicate the existence of a dynamic organizational process, a cycle of activities in identifying the strengths and weaknesses, opportunities and challenges of the organization. The functions and roles of management information systems are directly or indirectly related to the strategic planning process and at the level of the four organizational systems. The role of organizational development in regional asset management is proportionally attached to the entire organizational development process, in accordance with the activities carried out in the 4 (four) stages of the process above. Organizational development is related to a need for the existence of a healthy organization, which requires completeness of the constituent elements of an organization (Albrecht, 1983). The first is the strategy system, the second is the technical system, the third is the social system, and the fourth is the administrative system.

First, System strategy. Management instruments used to ensure the existence of a healthy organization, starting with the establishment of an organizational strategic plan, in setting goals and objectives in accordance with the vision and mission of the organization. This step always considers its suitability for internal and external conditions facing the organization. The strategic system, the scope of “organizational management”, from the highest leadership to the lowest formally appointed supervisor, the chain of instructions, reporting relationships, and the power value of organizational leaders. Also, the plans, planning processes, and procedures these people use in controlling the organization and in its future adjustment in regional asset management. It relates with the importance establishes for the basis of applying the principles and methods of asset management in the work of members of the organization. There are principles for the umbrella of regional asset management practices which are described through business processes as processes that provide strategic services. Strategically, management is important to combine the technical-business domain and the social domain of the organization in regional asset management. Optimal regional asset management requires the implementation of strategy and planning, risk management, in accordance with overall objectives, vision, and direction for the development of service delivery strategies and tactical activities as well as the need for coordination of asset management decision making. Strategically, an organizational development for optimizing regional asset management in regional government entities as a normative need suitability to the internal and external conditions faced by the organization in regional asset management. The existence of a healthy organization requires the completeness of the constituent elements of an organization with perspectives: (1) Organizational Development: From asset management principles to practices, (ii) Organizational Development: Hard and soft elements in asset management, (iii) Organizational Development: Support for asset management, (iv) Organizational Development: Asset management awareness training, (v) Organizational Development: The cultural dimension, (vi) Organizational Development: Working with asset management (Pragma, 2021).

Second, the technical system, are the elements, activities and relationships that form the most productive axis of the organization in regional asset management. This system may include elements of physical facilities, machinery, special equipment, work processes, methods and procedures, work-oriented information and various means for carrying them out. This system also includes the people, in terms of the roles they fulfill in the processes. Technically, it is important to implement global asset quality guidelines (ISO 55000) in the regional asset management business processes. The implementation of regional asset management is technically described as a “control process”, something that is linear-sequential- a universal, rational, determinant, and goal-driven process” (Truex et al., 2000) through the role of E-Government. This is in accordance

with implementation guidelines referring to regulations in the implementation of information and communication technology-based government or E-Government. First, in Article 28 F of the 1945 Constitution: The basic objective of developing E-Government is to improve the relationship between the government and the community through information about the government process, and the reciprocal interaction between the community and the government. This is based on Article 28F of the 1945 Constitution which reads: "Everyone has the right to communicate and obtain information to develop his personal and social environment, and has the right to seek, obtain, possess, store, process, and convey information using all available channels". Second, in Presidential Instruction No. 3 of 2003 National Policy and Strategy for E-Government Development. This PI Number 3 of 2003 is the gateway to the development of E-Government in Indonesia. In this regulation, revealed that E-Government is intended to ensure the integration of the management and processing of electronic documents and information in developing a transparent public service system. This regulation outlines the National Policy and Strategy for E-Government development, which mandates every Governor and Regent/Mayor to take the necessary steps in accordance with their respective duties, functions and authorities for the implementation of national E-Government development. Therefore, the implementation of regulations for E-Government in line with operation for regional asset management technically of the scope of regional government within Provincial, Regency and City levels as reporting entities. Then, with the scope of the leading sector affairs of regional government work units (RGWU) as accounting entities. Through the role of the regional development planning agency (RDPA) (Law Number 25 of 2004 ), furthermore, the context of implementing E-Government at the regional level refers to several regulations, including: (i) Law of the Republic of Indonesia Number 36 of 1999 concerning Telecommunications, (ii) Government Regulation of the Republic of Indonesia Number 25 of 2000 concerning the authority of the Province as an autonomous region.

Third, the social system, the people in the organization including managers, and the activities they carry out in the whole process of the technical system, their roles and relationships with each other, including forms of power and status. Fulfillment of relationships between organizational units at various levels of management of regional government entities. Such as the ranks of the head of regional government work unit (RGWU), Treasurer of regional property, accounting and reporting functions, planning functions. Requires a role in the involvement of organizational members to be able to describe asset management principles that apply to the interaction process on a regular basis. This system also includes values, norms, behavior, reward and punishment processes within the scope of regional asset management. The organizational social perspective shows that the context of behavior is closely related to the culture of intended regional government entities in the national scope. As something matter that can be explained in the context of management contingencies for each regional government entity in implementing regional asset management (planning and reporting).

Fourth, the administrative system in regional asset management is an information media and flow path of asset information, data and documentation, policies, procedures, instructions, reports, and so on, which are needed in running the organization itself, above all that is needed to run the technical system. . This includes people who participate and directly run the administrative apparatus. The implementation of regional asset management reporting is carried out in stages, from inventory cards, inventory books, regional asset elements reports in regional financial reports. In an effort to optimize regional asset management through the administrative system, showing the existing regulatory references as the basis for accounting control (data validity and protection of regional assets), and internal administrative control (efficiency) of regional assets, requires an approach to reassess the impact on optimizing regional assets. Because each of regional government entity has "self-modifying power" from existing regulations, to asses the

optimal regulation for existing of regulations, according to the development of a contingent organization due to behavioral and cultural aspects of the regional government environment in Indonesia.

However, for all aspects of the above as system as components of a healthy organization, they have reciprocal relationships and interact simultaneously in the organizational development process for optimizing regional asset management.

### **4.3. Regional asset management with ISO 55000**

As guidelines which released in January 2014 together with a toolkit for self-assessment of specifications, provides guidance and requirements for a good practice checklist in the management of physical assets, typically those relating to gas, electricity and water supply, roads, systems air and rail transportation, public facilities, process, manufacturing and natural resource industries. ISO 55000: 2014 is also relevant for the public sector, regulated environment and non-regulated environment. The essence of ISO 55000:2014 is that asset management is concerned with applying technical judgment to finance and good management practices to decide what assets are needed to meet business objectives, and then to acquire and maintain assets over the life of the asset (lifecycle), economic and technical life up to the write-off of the asset. In the context of "Implementing a Successful Asset Management Program", this ISO 55000 Standards for Asset Management has role to help make organizations safer and work cohesively with facility resources (Gager, 2018). The ISO 55000 model complements existing systems in asset management, but does not replace them. Instead, the model is designed to be applied side by side with other programs to optimize resources, whether they are human, physical, fiscal, environmental, or social responsibilities. Conforms to a standard that defines an asset as "any item, object or entity that has potential or actual value to an organization." It defines asset management as "the coordinated activity of an organization to realize the value of its assets. Several elements for successful asset management in the context of ISO 55000 include six main elements, each containing sub-elements. In total, there are 39 subjects or sub-elements. elements that managers should address when developing an asset management strategy.

Optimizing of regional asset management requires implementing a successful asset management program. It covers perspectives in the fulfillment of program design: First, strategy and planning. Second, the scope of this strategy provides an overarching objective, vision and direction for the development of service delivery strategies and tactical activities. Third, Asset management decision making towards effective asset management decision making as critical for an organization to maximize the value realized over the life of its asset portfolio. Fourth, adequate and accurate data and documentation must also be collected so that managers can understand information needs in order to meet the needs of internal and external stakeholders regarding information and reporting, both financial and non-financial. Fifth, Delivery life cycle with ISO 55000 encourages organizations to look at costs from a life cycle perspective. It consist of activities, such as owning and operating an asset, including purchasing, installing, deploying, operating, upgrading, maintaining, and decommissioning. Sixth, an asset information, as the quality of information that feeds into effective asset management decision making throughout the asset management life cycle. Seventh, an organization and people. In terms of managing assets, good processes alone do not guarantee good results. An effective organizational structure and leadership are critical to cultivating a culture that supports effective asset management. Eighth, Risk and review. Risk management and asset performance review and asset management systems support the continuous improvement of asset management activities (Gager, 2018).

### **4.4. Role of <IRF> in Regional Asset Optimizing Report**

The perspective of the implementation of <IRF> in regional asset management according

to the context of institutionalized reporting on Regional Government entities is explained by amethodcial text (Truex et al., 2000). As a random reporting development approach, opportunities for process implementation, simultaneously with the existing reporting system (Figure 2). As a public sector entity, Regional Government entities certainly need to consider to implement an integrated <IR> reporting system. With IR as a general concept (IIRC, 2011, 2013, 2018, 2019) and IR as adopted by IIRC in the integrated reporting framework (IRF) (IIRC, 2013) to optimize regional asset management.

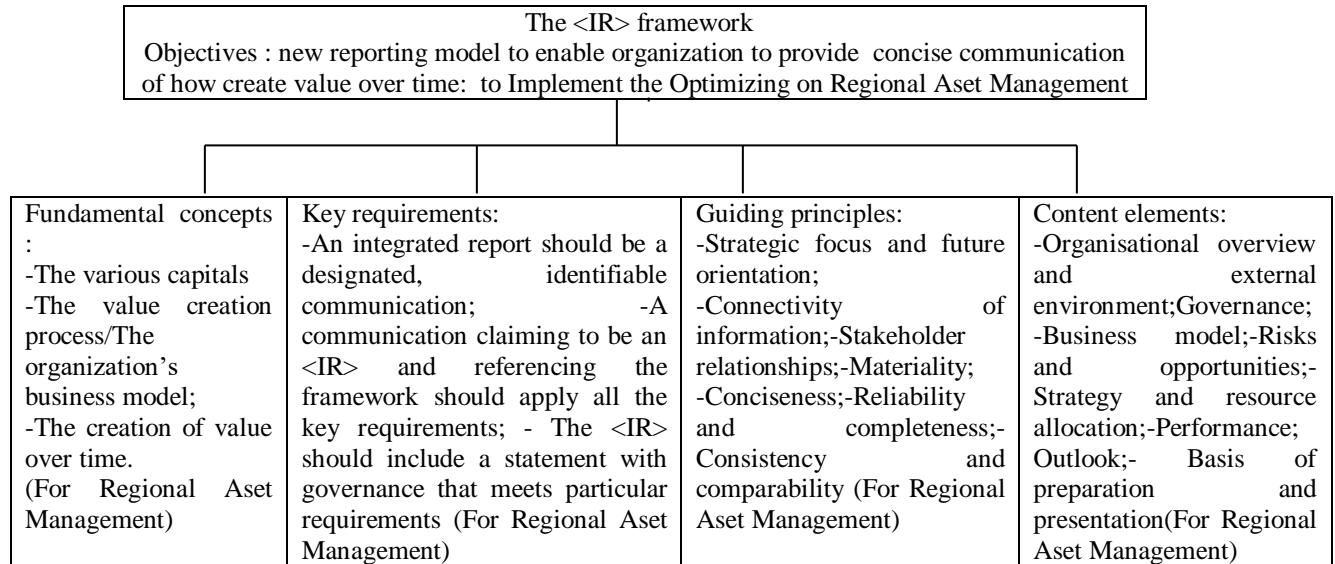


Figure 2

Implementation for Integrated Reporting : Optimizing Regional Asset Management (Source: IIRC, 2011, IIRC, 2013, 2018, 2019)

The implications of fulfilling asset management principles and asset management standards are further strengthened by the implementation of integrated reporting <IR> (IIRC, 2018, 2019) to create communication of sustainable development values. Because asset management that is managed to meet optimizing must also consider the sustainability of generations in development (GR Number 71, 2010). The normative model for role clarity <IRF> is presented as a normative model (Table 2). As an integrated thinking role with each data component in higher education with an orientation to fulfillment of integrated reporting (WICI, 2013). Think according to the five reporting baselines in the reporting index criteria that provide the basis for incorporating reporting into an integrated reporting system <IR> with reporting substance Triple Bottom Lines or Sustainability Reporting (Jones, 2010; Slaper and Hall, 2011) into the <IRF> model IIRC, 2011, 2013, 2018, 2019) for integrated reporting of regional asset management.

Table 2  
Normative Model of Reporting System and Optimizing Regional Asset Management

No	Types of Asset	TBL/SR	The six <IR>	Performances descriptor	
1	1. Land 2. Equipment and Machinery 3. Building & Construction 4. Roads, Irrigation and Networks 5. Other Fixed Asset 6. construction in progress	Economic	Economic/ Financial	a SIPOC model	
2			Manufacturer	a SIPOC model	
3			Intellectual property right	a SIPOC model	
4			Human	a SIPOC model	



5	Socio	Socio	a SIPOC model
6	Environmental	Natural	a SIPOC model

(Sumber: Jones, 2010; GR Number 71, 2010; Slaper and Hall, 2011; IIRC, 2011; WICI, 2013; IIRC, 2011, 2013, 2018, 2019)

Table 2 shows the perspective in the management of regional assets, with the scope of data and information management that communicates the planning, organization, use and control of each regional asset. The completeness of the regional asset component data is classified according to the six capitals criteria in integrated reporting (IIRC, 2011, 2013, 2018, 2019). All of normative idea (in Table 2) need implementation all aspect within organizational development as well as to implement ISO 55000 as standar for regional management asset. Furthermore, it is necessary to refer to reporting and reporting criteria, namely (i) Stewardship and corporate governance, inclusive capitalism, SDGs and climate change, globalization and linkages, technology, and energy and infrastructure (IIRC, 2018; 2019). In the context of communication of performance measurement and achievement, a combined approach is used for the substance of performance measurement and performance achievement for optimizing regional asset management. As suggested, to implement the completeness of the performance aspect, with the SIPOC model performance descriptors (Supplier, Input, Process, Output, Customer) (OFM, 2019). The achievement of completeness of performance aspects in the organization's reporting system will strengthen the objective of optimizing regional asset management based on integrated reporting in the accountability of asset management in the public sector.

As states in Table 2, it shows despite an increasing demand for considering sustainability aspects in asset management, there is a lack of guidance for decision-makers on how this can be achieved. Such for this purpose, with a Multi-criteria decision analysis framework that incorporates sustainability criteria over the whole life cycle has been developed ( Niekamp et al., 2015) as needed for regional asset management. Furthermore, due to stakeholder participation and uncertainty assessment are considered explicitly allowing for a holistic perspective and higher confidence in the achievement of the results. As needed in order to facilitate communication, methods for visualization of numerical results are highlighted within optimizing of regional asset management in money term (financial/economic facet) achievement. Furthermore, be needed using organizational development approach to assess the aim of how does regional government present rational decision support for sustainable management of regional assets in situations where there are multiple conflicting objectives. Meanwhile, from one side, the focus of the objective has clarity toward optimizing for regional asset management. Otherside, concominantly based on management perspective shows there are the challenges of applying it and potential steps to address every process clarity to sustainable regional asset management. Therefore, regional government as public organizations should undertake to start to recognize that a strategic approach to asset management becomes a source of sustainable competitive advantages and long-term survival in the turbulent environment (Gavrikova et al., 2020). In this contex we have viewed that there are any challenges in meeting the customer service value achievement process, as well as challenges in meeting global asset management quality guidelines. Therefore, the challenges of the implementation process due to organizational aspects, both technically and socially, shows that local governments need to adopt ISO 55000. Meanwhile, the clarity of the implementation process of integrated reporting is effective in optimizing regional assets. It means management requires organizational development process as requirements in the management of local government financial reporting. Implementation of the <IRF> model is necessary because it plays a role in communicating organizational, social and environmental values in optimizing regional asset management.

According to the implementation the idea in optimizing of regional asset management, there is a need to fulfill an initiative for implementation <IR> for regional assets management into reporting system. Therefore, it need Regutalory Impact Assessment (RIA) from all of the

functional and role of a state regulatory model approach (Law No. 17 of 2003, Law No. 1 of 2004, Law No. 15 of 2004, Law No. 25 of 2004, Law No. 23 of 2014; GR Number 12 of 2019, PR Number 29 of 2014). Furthermore, it be needed in line with the goal of improvement of various regulations that carried out is by maintaining the 3 (three) pillars of good Regional Financial Management, namely transparency, accountability, and participation (GR Number 12, 2019). Furthermore, formal efforts to achieve reporting system performance have actually been stated in regulations (Law Number 23 of 2014; GR Number 3 of 2007). However, this idea has not yet been substantially implemented. One of the reasons, of course, is that the regulations that provide the basic guidelines for this policy are not yet available. Due to the systematic challenges and weaknesses in the Regional Government reporting system caused by the diversity of these regulatory references, it can be explained by a regulatory impact assessment (RIA) approach. RIA is closely related to the demand for better regulatory construction, which aims to improve the quality of regulations as a reference, reducing administrative burdens (Radaelli and De Francesco, 2007). The functions, roles and stages of RIA implementation are expected to make a positive contribution to economic competitiveness. The RIA approach will have an impact on economic outcomes as a legal-political-economic model (Posner, 2014). In creating optimal regulations, which lead to the implementation of the stated goals, and justify their direct and indirect impacts on society and the economy (Atlan, 2013).

## **5. Conclusion**

Conclusions are put forward regarding the results of research that provide qualitative empirical facts related to the objectives and benefits of the research, synthesis of the results of the analysis and discussion, and the importance of further research in an effort to maintain the achievement of optimizing the implementation of regional asset management.

First, in an effort to optimize the management of regional assets, research facts showed that there was a fulfillment responsibility of regional asset management whose implementation is guided by laws and regulations (national and regional). However, the responsibility that can be given through asset reporting in regional financial reports has not been able to provide accountability in the form of optimizing performance on regional asset management. This is not enough, because the optimizing of asset management should also be supported by the ability to report the value of sustainable development used initiative to implement <IR> with six capitals. By strengthening the instilling of principles and standards in the management of regional assets, The results of the analysis showed the role of organizational development (strategic, technical, social, and administrative) in the management of regional assets, which can provide a role in the clarity of optimizing regional asset management into goal clarity or objectives, in accordance with the determination of the optimizing objectives of regional asset management. Meanwhile, the role of information technology (technical) has not fully both of provided clarity of objectives and processes in optimizing regional asset management. Therefore, the implementation of <IR> reporting is needed as an initiative <IIRC, 2018, 2019>, as the implementation of a theory that provides an effective clarity role within implementation towards optimizing the performance of regional asset management. As well as determinants in the context of regulations that underlie the application of regional asset management that require strengthening measures in the Regulatory Impact Assessment (RIA) in regional government entities.

Second, the facts showed the role of grand theories (Ara and Harani, 2020) on a macro level from the theory of accounting field in providing clarity of the role of objectives in the efforts of regional government management to achieve value reporting (economic, social and natural

environment) in sustainable development through by managing regional assets. Organizational development is contingent because the behavioral and environmental aspects of the regional government's environment in managing regional assets can be explained in terms of the meso role of theory of the relationship between research aspects (Hassan and Lowry, 2015; Seroa and Ferreira, 2019). While, for the role of application theory, it can provides an overview of every aspect of organizational development, global asset management quality standards in ISO 55000, and the role of the process and objectives of asset management sustainability reporting with integrated reporting applications.

Third, efforts to achieve the optimizing of regional asset management require a study related to the Regulatory Impact Assessment (RIA) in strengthening the clarity of the organizational development process. Therefore, it created need for next study referring to the framework of RIA on implementation <IR> for regional government in line with optimizing the objectives of regional asset management.

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Regulation of the Minister of Home Affairs (M of HA) Number 19 of 2016 concerning Guidelines for the Management of Regional Property  
Ministry of Home Affairs Regulation (M of HA) Number 70 of 2019, concerning Regional Government Information Systems

O/ref. 3234/29 April 2022

**Letter of Acceptance (LoA)**

Dear author (s),

This is to inform you that manuscript entitled:

**“ROLE OF ORGANIZATIONAL DEVELOPMENT, INTEGRATED REPORTING <IR> IMPLEMENTATION AND OPTIMIZING ON REGIONAL ASSET MANAGEMENT”**

By author(s)

**Syaiful Hifni<sup>1</sup>, Akhmad Sayudi<sup>2</sup>, Rano Wijaya<sup>3</sup>**

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**has passed** two reviewers with the details in the following:

**[REVIEW RESULTS]**

**Double-blind review form (First reviewer)**

Thank you for agreeing to be a reviewer. We are keen to ensuring a high standard of articles published in European –American Journals, and the manuscript that is being sent to you has been submitted after a first selection process based on the agreement of the Associate Editors. In general, the standard of manuscripts forwarded to me after the vetting is good. To this end, we would be grateful if you would, wherever possible, provide constructive feedback to enable the author(s) improve the manuscript before publication.

Please complete the table below and rate the article on the issues described. As with all double-blind review

	Please rate the following(5=excellent, 1= poor)	1	2	3	4	5
1	Appropriateness of the abstract as a description of study					*
2	Relevance and clarity of the table and figure					*
3	Appropriateness of Methodology					*
4	Standard of English				*	
5	Relevant of the theme with the contain				*	
6	Discussion and conclusion					*
7	Reference list and footnote				*	
8	Relevance of the contribution to knowledge				*	

Decision regarding the paper

- (\*) Accept the paper in its current format
- ( ) Accept the paper with minor changes
- ( ) Resubmit with the major changes
- ( ) Decline the submission

**Comments:**

This paper is well organized and followed the manuscript guidelines of the journal to a large extent. The introduction section is good and shows the importance of the study. Literature review is adequate. Outcomes of the study are consistent with the findings. The approach used is praiseworthy. In my opinion, it should be published with no revision although implication to the research needs to be explicit.



## [REVIEW RESULTS]

### Double-blind review form (Second reviewer)

Thank you for agreeing to be a reviewer. We are keen to ensure a high standard of articles for European –American Journals and the manuscript that is being sent to you has been submitted after a first selection process based on the agreement of the Associate Editors. In general the standard of manuscripts forwarded to me after the vetting is good. To this end we would be grateful if you would, wherever possible, provide constructive feedback to enable the author improve the manuscript before publication.

Please complete the table below and rate the article on the issues described. As with all double-blind reviewing, any comments you make will be passed to the authors on an anonymous basis.

	Please rate the following(5=excellent, 1= poor)	1	2	3	4	5
1	Appropriateness of the abstract as a description of study				*	
2	Relevance and clarity of the table and figure				*	
3	Appropriateness of Methodology					*
4	Standard of English					*
5	Relevant of the theme with the contain				*	
6	Discussion and conclusion				*	
7	Reference list and footnote					*
8	Relevance of the contribution to knowledge				*	

Decision regarding the paper

- (\*) Accept the paper in its current format
- ( ) Accept the paper with minor changes
- ( ) Resubmit with the major changes
- ( ) Decline the submission

### Comments:

I have now looked at the paper. The abstract, key words are OK. The paper is relevant to the theme of the journal and will contribute to academic debate. The paper is well structured and the APPROACH used for the study are sound. In my opinion, the subject matter of research problem is highly appreciable. It will surely make a contribution to the relevant field of research. The presentation of thoughts in the paper is notable. The paper should be published with no significant revision.



## [DECISION]

Based on the review results, manuscript entitled “**ROLE OF ORGANIZATIONAL DEVELOPMENT, INTEGRATED REPORTING <IR> IMPLEMENTATION AND OPTIMIZING ON REGIONAL ASSET MANAGEMENT**” **is accepted** for publication in “**Budapest International Research and Critics Institute-Journal (BIRCI-Journal)**” and will be published in Volume 5, No. 2, May 2022.

Warmest Regards,



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# Role Of Organizational Development, Integrated Reporting <IR> Implementation and Optimizing on Regional Asset Management

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## Abstract

*Purpose: This study aims to describe how does the role of organizational development and integrated reporting <IR> implementation within optimizing on regional asset management. Design/methodology/approach: As qualitative research with subject of regional government in Indonesia. Used informational analysis approach from secondary data from archives related to regional asset management. Findings: The role of strategic, social, technical and administrative organizational development is relative more dominant in the clarity of the role of goals to be achieved in optimizing of regional asset management. Meanwhile, there are challenges either in meeting or to implement processes clarity to achieve an optimizing on regional assets management. The perspective of implementing <IR> for regional asset reporting is needed because of the role of the model in achieving organizational value, social and environmental accountability by reporting mechanism. Contribution: Result of research can be used as insight to implement the optimizing on regional asset management as well as in achievement sustainable regional asset management.*

## Keywords

organizational development;  
integrated reporting; optimizing;  
regional asset management



## I. Introduction

Efforts to achieve the optimizing of regional asset management are in line with the substance of the objective of realizing good governance. The realization of the spirit of good governance provides a role for local government entities in managing and utilizing regional assets for public services and financial performance. Included in this context is the importance of fulfilling regional asset reporting into regional government financial reports which are fulfilled by reason of internal control that must be fulfilled by management (GR Number 28 of 2020). Along with its development, the management of regional property has become increasingly complex, so that an optimal, effective and efficient management of regional property is needed (Gager, 2018; Intellis, 2019). Optimizing regional asset management requires the fulfillment of achievement criteria, such as regional financial performance achievements and non-financial performance achievement. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Normatively, regional asset management requires an implementation framework in RE-AIM, as acronym of Reach, Effectiveness, Adoption, Implementation, Maintenance (Nilsen, 2015), in the implementation of the theoretical framework. According to the context, regional asset management requires organizational development, related to the behavior and involvement of management and organizational members (Pragma, 2021).

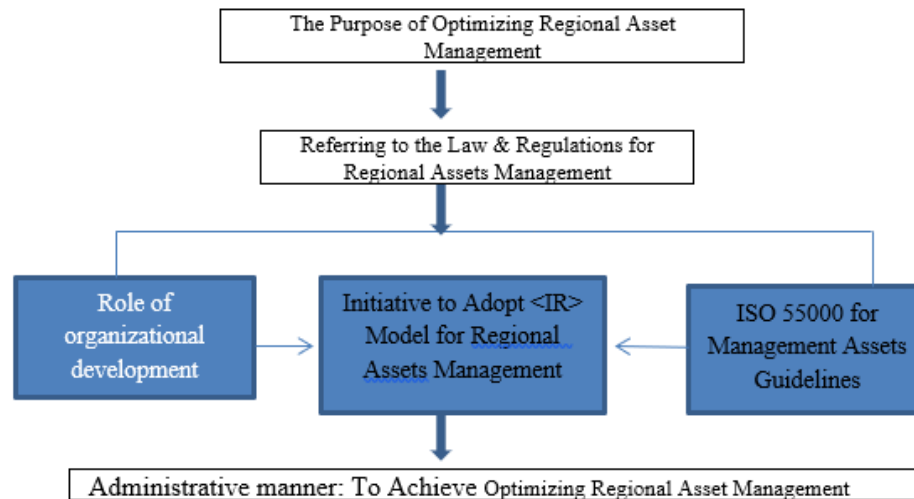
Functionally, the objective of achieving the optimizing of regional asset management requires administrative compliance, which includes both reporting compliance and the achievement of management performance, with reference to all applicable regulations (Law No. 17 of 2003, Law No. 1 of 2004, Law No. 15 2004, Law Number 23 Year 2003, Law No. 32 of 2009, GR Number 71 of 2010; M of HA Regulation Number 19 of 2016). Therefore, there are at least two objectives that must be met simultaneously by regional governments to achieve either the optimizing of regional asset management or a s well as to communicate the sustainable regional asset management through by reporting systems.

Facts referring to previous studies shows that regional asset management is still part of the obstacles to financial administration performance, such in the findings of auditing on financial reports. The facts as the results of research conducted by Mardiasmo, et al (2012) and Mardiasmo (2012) on 3 (three) Regional Governments in Indonesia revealed that the slow pace of government asset management reform is caused by: (1) Reforms are still at an early stage; (2) Limited HR capabilities; (3) Slow completion of ownership documents; and (4) low asset benefit function. Then, a study for the World Bank conducted by Kaganova and Nayyar-Stone (2000) which explains that Regional Governments in almost all countries have public assets (government assets) in significant amounts. It is research evidence that many Regional Government entities in developing countries are not aware that public assets are a portfolio that should be managed properly because it can provide direct benefits, namely efficiency on a limited budget and potential revenue from asset utilization. Facts, according to Kaganova and McKellar (2006), shows where many Regional Government entities around the world are the owners of the largest assets in terms of quantity and value compared to any institution or corporation in their respective regions.

The objectives and benefit of this research were conducted to answer research problems related to how to achieve organizational goals and processes for optimizing regional asset management with implelention theories of organizational development, fulfill the guidelines for ISO 55000, dan to implement <IR> within regional asset management. (i) How to fulfill the role of clear goals and process clarity in strategic, technical, social, and administrative aspects in optimizing regional asset management, (ii) How is a standard guideline for asset management with global perspective to support optimizing of regional asset management (iii) How are initiatives reporting <IR> can fulfill the communication of the economic value of asset management, social and environmental, as well as the achievements of human resourcescapital aspects, intellectual property and manufacture capital related business processes. The benefits of this research provide insight into organizational development policies that are principal and normative, and insights for positive management related to quality standards of regional asset management and reporting in creating sustainable value over time.

## **II. Review of Literature**

The theoretical perspective is put forward in the role of analysis and explanation in explaining the research phenomenon (Gregor, 2006). In explaining the phenomenon of optimizing regional asset management, using organizational development theory as a normative model (Albrecht, 1983; Coetzee and Nkosi, 2019), with a positive theory of the ISO 55000 quality model as an implementation guideline, and to initiative for an integrated reporting <IR> system (IIRC, 2011, 2013, 2018, 2019) on regional asset management reporting (Figure 1).



*Figure 1. Role of Organizational Development, <IR> Model Implementation for Optimizing on Regional Assets Management*

According to Figure 1 shows the phenomenon in an effort to achieve the optimizing of regional asset management. Optimizing of regional asset management requires implementing a successful asset management program within covers perspectives in the fulfillment of program design (Gager, 2018). Optimizing related to efforts to consider how value plays a role in physical asset management, with an important step that the organization fulfills in evaluating the balance between cost, risk and performance, thus enabling better decisions (Intellis, 2019).

Theoretically, in the implementation of <IR> there is a major role in accounting theory in explaining phenomena of regional assets management. Such, agency theory, institutional theory, stakeholder theory and stewardship theory. Agency theory which shows that corporations were typically distinguished between the proprietorship and the wealth, being proprietor as principal as agents/executives are hired by them to manage their business and to maximize the firms ‘wealth generally for shareholders. The institutional theory is recognized that with the help of various mechanisms, such as rules, guidelines, procedures, authoritative, the organizations and the individuals possess the capacity to generate, sustain and can transform the institutions, often can diffuse, disuse or decline the institutions.

### III. Research Method

This research was conducted with a qualitative approach (Creswell and Creswell, 2018). In describing the research aspects, namely: the role of organizational development, ISO 55000 guidelines, and implementation of an integrated reporting <IR>, and optimizing of regional asset management. Research data are regional assets management (referring to the Law and Regulations) either as qualitative data in research or as examples of cases in local government. Secondary research data is sourced from Regional Government documents (web based), applicable regulatory documents, as well as empirical research facts that are relevant and serve as references in research. The research subject is the population of Regional Government entities in Indonesia, with the subject of discussion on provincial, district and city government entities in Indonesia (34 provinces, 416 districts, 98 cities).

## IV. Results and Discussion

### 4.1. Regional Asset Management Optimizing

As describes within Government Regulation (GR) Number 28 of 2020 as a formal guide for asset management, formally show up the exist of development of the environment, management, and sustainable development, the management of State/Regional Property has become increasingly complex, so it needs to be managed optimally, effectively and efficiently for asset as capital of organization. Then, within regional asset management, it is managed in each regional government work unit as an accounting entity (GR Number 71, 2010). Using an inventory card for inventory books according to asset classification. These practices undertaken to fulfill the internal control aspects of asset protection from local government entities (GR Number 60, 2008). At the regional government entity level, regional asset management is managed through the regional asset management agency (Regency and City Government), as well as through the regional equipment/asset bureau (provincial government level) as a reporting entity. Regional asset management is periodically reported in the financial report media of regional work units and through regional financial management work units through regional financial reports. The performance of regional asset management is known through the Budget Realization Report, as well as the Periodic Operational Report of Regional Government entities ( M of F Number 06/PMK.07/2012).

In this section, an analysis is presented between the research aspects, the synthesis or the results and their discussion. The analysis was carried out on the object of observation in the form of regional assets according to the classification of fixed assets according to Standard Statement of Governmental Accounting (Number No. 7 ) are as follows within six types (GR Number 71 of 2010). In the context of optimizing regional asset management, regional asset management aspects are part of regional financial management (Table 1).

**Table 1. Regional Asset Management Optimizing**

No	Organization development area	Regional Asset Type	Guidelines <IRF>	Emphasis on optimizing aspects
1	Strategic	1. Land 2. Equipment and Machinery 3. Building & Construction 4. Roads, Irrigation and Networks 5. Other Fixed Asset 6. construction in progress	Fundamental concepts	Reporting achievements in economic, social and environmental values
2	Technique		Key requirements	Reporting achievements in economic, social and environmental values
3	Social		Guiding principles	Reporting achievements in economic, social and environmental values
4	Adminsitrativ		Content elements	Reporting achievements in economic, social and environmental values

(Source: GR Number 71, 2010; GR Number 28, 2020; IIRC, 2011, 2013, 2018, 2019 )



As describes in Table 1, there are regional asset management as part of regional financial management which consist of activities, such as planning, budgeting, implementation, administration, reporting, accountability, and supervision of Regional Finance on regional asset management (GR Number 12, 2019). Furthermore, regional asset management has roles as a part of the main tasks and functions of regional government entities, according to the nomenkatur of regional government ranks, in communicating regional asset management which is described through: Technical coordination meetings with monitoring activities linkages regional asset management in the Regional Long-Term Development Plan (RLTDP) - Linkages in Regional Medium-Term Development Plans (RMTDP) - Linkages in Regional Government Work Plans (RGWP) - Regional Government Strategic Plans (RGSP). The context of regional asset management according to regulations provides the basis for local governments to fulfill management considerations into several activities. Aspects of needs planning and budgeting, procurement, receipt, storage and distribution, use, administration, utilization or use, security and maintenance, assessment, elimination, transfer, guidance, supervision and control, financing and claims for compensation. How do these activities administratively meet efficiency, with compliance with regulations that guide their implementation (GR Number 60, 2008). Meanwhile, there is a need to be able to achieve optimizing of regional asset management that supports local revenue receipts, in line with the utilization of regional assets in providing development services to the community.

Referring to the idea (states in table 1), we can view the general approach to the process of developing an asset management strategy, requires the implementation of an asset management strategy as a six-step process, such as: (i) Review the organizational structure, (ii) Conduct an asset management self-assessment, (iii) Identify asset management policies and objectives to be achieved, (iv) Prepare and implement an asset management action plan, (v) Review and monitor progress, (vi) Feedback from stakeholders. Technologically the asset management approach requires the technology of the role of maintenance management software. A key component of an asset management strategy is computerized maintenance management software (CMMS). By leveraging CMMS software, organizations can save time and money in a number of different ways: (i) Labor costs can be reduced as staff efficiency is maximized, (ii) Asset downtime delays are minimized, as replacement parts and inventory are available before maintenance work orders scheduled, (iii) Work order feedback loops are available to create a more detailed view of the history of a particular asset, allowing for more accurate analysis of similar assets and maintenance records. As part of implementing an asset management strategy, examine the preventive maintenance requirements for each asset (DPSI, 2021).

#### **4.2. Organizational Development in optimizing regional asset management**

Organizational development of optimizing regional asset management in regional government entities as a normative need that is approached by: a control process, linear with a sequential process, as a universal need, rational with a determining aspect with a goal-driven process (Truex et al., 2000). The overall process in organizational development at the regional government entity in question includes: 1. Assessment. It is a thorough and realistic consideration of the key aspects of the organization to form a “baseline” or point A which is the starting condition. Based on these conditions, future results are assessed. 2. solution to problem. It is a decision to refine the organization about what to work on, setting priorities for it and developing a project plan to implement it. The plan is “point B” and outlines how to achieve it. 3. Implementation. Initiate implementing changes, using any specific techniques and strategies, required to carry out the planned improvements in

the organization's functioning. 4. Evaluation. It is a regular approach, to review the results achieved, compared with the expectations set, examine ongoing progress, and also conduct a large-scale review that will provide information on where we are between point A and point B. In a broader scope, the evaluation stage can be an assessment stage for a new circle of activities (Albrecht, 1983).

The organizational development steps above indicate the existence of a dynamic organizational process, a cycle of activities in identifying the strengths and weaknesses, opportunities and challenges of the organization. The functions and roles of management information systems are directly or indirectly related to the strategic planning process and at the level of the four organizational systems. The role of organizational development in regional asset management is proportionally attached to the entire organizational development process, in accordance with the activities carried out in the 4 (four) stages of the process above. Organizational development is related to a need for the existence of a healthy organization, which requires completeness of the constituent elements of an organization (Albrecht, 1983). The first is the strategy system, the second is the technical system, the third is the social system, and the fourth is the administrative system.

First, System strategy. Management instruments used to ensure the existence of a healthy organization, starting with the establishment of an organizational strategic plan, in setting goals and objectives in accordance with the vision and mission of the organization. This step always considers its suitability for internal and external conditions facing the organization. The strategic system, the scope of “organizational management”, from the highest leadership to the lowest formally appointed supervisor, the chain of instructions, reporting relationships, and the power value of organizational leaders. Also, the plans, planning processes, and procedures these people use in controlling the organization and in its future adjustment in regional asset management. It relates with the importance establishes for the basis of applying the principles and methods of asset management in the work of members of the organization.

Second, the technical system, are the elements, activities and relationships that form the most productive axis of the organization in regional asset management. This system may include elements of physical facilities, machinery, special equipment, work processes, methods and procedures, work-oriented information and various means for carrying them out. This system also includes the people, in terms of the roles they fulfill in the processes. Technically, it is important to implement global asset quality guidelines (ISO 55000) in the regional asset management business processes. The implementation of regional asset management is technically described as a “control process”, something that is linear-sequential- a universal, rational, determinant, and goal-driven process” (Truex et al., 2000) through the role of E-Government. This is in accordance with implementation guidelines referring to regulations in the implementation of information and communication technology-based government or E-Government.

Third, the social system, the people in the organization including managers, and the activities they carry out in the whole process of the technical system, their roles and relationships with each other, including forms of power and status. Fulfillment of relationships between organizational units at various levels of management of regional government entities. Such as the ranks of the head of regional government work unit (RGWU), Treasurer of regional property, accounting and reporting functions, planning functions. Requires a role in the involvement of organizational members to be able to describe asset management principles that apply to the interaction process on a regular basis. This system also includes values, norms, behavior, reward and punishment processes within the scope of regional asset management. The organizational social perspective

shows that the context of behavior is closely related to the culture of intended regional government entities in the national scope. As something matter that can be explained in the context of management contingencies for each regional government entity in implementing regional asset management (planning and reporting).

Fourth, the administrative system in regional asset management is an information media and flow path of asset information, data and documentation, policies, procedures, instructions, reports, and so on, which are needed in running the organization itself, above all that is needed to run the technical system. This includes people who participate and directly run the administrative apparatus. The implementation of regional asset management reporting is carried out in stages, from inventory cards, inventory books, regional asset elements report in regional financial reports. In an effort to optimize regional asset management through the administrative system, showing the existing regulatory references as the basis for accounting control (data validity and protection of regional assets), and internal administrative control (efficiency) of regional assets, requires an approach to reassess the impact on optimizing regional assets.

#### **4.3. Regional asset management with ISO 55000**

As guidelines which released in January 2014 together with a toolkit for self-assessment of specifications, provides guidance and requirements for a good practice checklist in the management of physical assets, typically those relating to gas, electricity and water supply, roads, systems air and rail transportation, public facilities, process, manufacturing and natural resource industries. ISO 55000: 2014 is also relevant for the public sector, regulated environment and non-regulated environment. The essence of ISO 55000:2014 is that asset management is concerned with applying technical judgment to finance and good management practices to decide what assets are needed to meet business objectives, and then to acquire and maintain assets over the life of the asset (lifecycle), economic and technical life up to the write-off of the asset. In the context of "Implementing a Successful Asset Management Program", this ISO 55000 Standards for Asset Management has role to help make organizations safer and work cohesively with facility resources (Gager, 2018). The ISO 55000 model complements existing systems in asset management, but does not replace them. Instead, the model is designed to be applied side by side with other programs to optimize resources, whether they are human, physical, fiscal, environmental, or social responsibilities. Conforms to a standard that defines an asset as "any item, object or entity that has potential or actual value to an organization." It defines asset management as "the coordinated activity of an organization to realize the value of its assets. Several elements for successful asset management in the context of ISO 55000 include six main elements, each containing sub-elements. In total, there are 39 subjects or sub-elements. elements that managers should address when developing an asset management strategy.

#### **4.4. Regional asset management with ISO 55000**

The perspective of the implementation of <IRF> in regional asset management according to the context of institutionalized reporting on Regional Government entities is explained by amethodcial text (Truex et al., 2000). As a random reporting development approach, opportunities for process implementation, simultaneously with the existing reporting system (Figure 2). As a public sector entity, Regional Government entities certainly need to consider to implement an integrated <IR> reporting system. With IR as a general concept (IIRC, 2011, 2013, 2018, 2019) and IR as adopted by IIRC in the integrated reporting framework (IRF) (IIRC, 2013) to optimize regional asset management.



The <IR> framework  
 Objectives : new reporting model to enable organization to provide concise communication of how create value over time: to Implement the Optimizing on Regional Aset Management

Fundamental concepts : -The various capitals -The value creation process/The organization's business model; -The creation of value over time. (For Regional Aset Management)	Key requirements: -An integrated report should be a designated, identifiable communication; -A communication claiming to be an <IR> and referencing the framework should apply all the key requirements; - The <IR> should include a statement with governance that meets particular requirements (For Regional Aset Management)	Guiding principles: -Strategic focus and future orientation; -Connectivity of information;- Stakeholder relationships;- Materiality; -Conciseness;- Reliability and completeness;- Consistency and comparability (For Regional Aset Management)	Content elements: -Organisational overview and external environment;Governance; -Business model;-Risks and opportunities;- Strategy and resource allocation;-Performance; Outlook;- Basis of preparation and presentation(For Regional Aset Management)
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**Figure 2.** Implementation for Integrated Reporting : Optimizing Regional Aset Management (Source: IIRC, 2011, IIRC, 2013, 2018, 2019)

The implications of fulfilling asset management principles and asset management standards are further strengthened by the implementation of integrated reporting <IR> (IIRC, 2018, 2019) to create communication of sustainable development values. Because asset management that is managed to meet optimizing must also consider the sustainability of generations in development (GR Number 71, 2010). The normative model for role clarity <IRF> is presented as a normative model (Table 2). As an integrated thinking role with each data component in higher education with an orientation to fulfillment of integrated reporting (WICI, 2013). Think according to the five reporting baselines in the reporting index criteria that provide the basis for incorporating reporting into an integrated reporting system <IR> with reporting substance Triple Bottom Lines or Sustainability Reporting (Jones, 2010; Slaper and Hall, 2011) into the <IRF> model IIRC, 2011, 2013, 2018, 2019) for integrated reporting of regional asset management.

**Table 2.** Normative Model of Reporting System and Optimizing Regional Asset Management

No	Types of Asset	TBL/SR	The six <IR>	Performances descriptor
1	1. Land 2. Equipment and Machinery 3. Building & Construction 4. Roads, Irrigation and Networks 5. Other Fixed Asset 6. construction in progress	Economic	Economic/ Financial	a SIPOC model
2			Manufacturer	a SIPOC model
3			Intellectual property right	a SIPOC model
4			Human	a SIPOC model
5		Socio	Socio	a SIPOC model
6		Environmental	Natural	a SIPOC model

(Source: Jones, 2010; GR Number 71, 2010; Slaper and Hall, 2011; IIRC, 2011; WICI, 2013; IIRC, 2011, 2013, 2018, 2019)

Table 2 shows the perspective in the management of regional assets, with the scope of data and information management that communicates the planning, organization, use and control of each regional asset. The completeness of the regional asset component data is classified according to the six capitals criteria in integrated reporting (IIRC, 2011, 2013, 2018, 2019). All of normative idea (in Table 2) need implementation all aspect within organizational development as well as to implement ISO 55000 as standar for regional management asset. Furthermore, it is necessary to refer to reporting and reporting criteria, namely (i) Stewardship and corporate governance, inclusive capitalism, SDGs and climate change, globalization and linkages, technology, and energy and infrastructure (IIRC, 2018; 2019). In the context of communication of performance measurement and achievement, a combined approach is used for the substance of performance measurement and performance achievement for optimizing regional asset management. As suggested, to implement the completeness of the performance aspect, with the SIPOC model performance descriptors (Supplier, Input, Process, Output, Customer) (OFM, 2019). The achievement of completeness of performance aspects in the organization's reporting system will strengthen the objective of optimizing regional asset management based on integrated reporting in the accountability of asset management in the public sector.

As states in Table 2, it shows despite an increasing demand for considering sustainability aspects in asset management, there is a lack of guidance for decision-makers on how this can be achieved. Such for this purpose, with a multi-criteria decision analysis framework that incorporates sustainability criteria over the whole life cycle has been developed (Niekamp et al., 2015) as needed for regional asset management. Furthermore, due to stakeholder participation and uncertainty assessment are considered explicitly allowing for a holistic perspective and higher confidence in the achievement of the results. As needed in order to facilitate communication, methods for visualization of numerical results are highlighted within optimizing of regional asset management in money term (financial/economic facet) achievement. Furthermore, be needed using organizational development approach to assess the aim of how does regional government present rational decision support for sustainable management of regional assets in situations where there are multiple conflicting objectives. Meanwhile, from one side, the focus of the objective has clarity toward optimizing for regional asset management.

According to the implementation the idea in optimizing of regional asset management, there is a need to fulfill an initiative for implementation <IR> for regional assets management into reporting system. Therefore, it needs Regulatory Impact

Assessment (RIA) from all of the functional and role of a state regulatory model approach (Law No. 17 of 2003, Law No. 1 of 2004, Law No. 15 of 2004, Law No. 25 of 2004, Law No. 23 of 2014; GR Number 12 of 2019, PR Number 29 of 2014). Furthermore, it be needed in line with the goal of improvement of various regulations that carried out is by maintaining the 3 (three) pillars of good Regional Financial Management, namely transparency, accountability, and participation (GR Number 12, 2019). Furthermore, formal efforts to achieve reporting system performance have actually been stated in regulations (Law Number 23 of 2014; GR Number 3 of 2007). However, this idea has not yet been substantially implemented. One of the reasons, of course, is that the regulations that provide the basic guidelines for this policy are not yet available.

## V. Conclusion

Conclusions are put forward regarding the results of research that provide qualitative empirical facts related to the objectives and benefits of the research, synthesis of the results of the analysis and discussion, and the importance of further research in an effort to maintain the achievement of optimizing the implementation of regional asset management.

First, in an effort to optimize the management of regional assets, research facts showed that there was a fulfillment responsibility of regional asset management whose implementation is guided by laws and regulations (national and regional). However, the responsibility that can be given through asset reporting in regional financial reports has not been able to provide accountability in the form of optimizing performance on regional asset management. This is not enough, because the optimizing of asset management should also be supported by the ability to report the value of sustainable development used initiative to implement <IR> with six capitals. By strengthening the instilling of principles and standards in the management of regional assets, The results of the analysis showed the role of organizational development (strategic, technical, social, and administrative) in the management of regional assets, which can provide a role in the clarity of optimizing regional asset management into goal clarity or objectives, in accordance with the determination of the optimizing objectives of regional asset management. Meanwhile, the role of information technology (technical) has not fully both of provided clarity of objectives and processes in optimizing regional asset management. Therefore, the implementation of <IR> reporting is needed as an initiative <IIRC, 2018, 2019), as the implementation of a theory that provides an effective clarity role within implementation towards optimizing the performance of regional asset management. As well as determinants in the context of regulations that underlie the application of regional asset management that require strengthening measures in the Regulatory Impact Assessment (RIA) in regional government entities.

Second, the facts showed the role of grand theories (Ara and Harani, 2020) on a macro level from the theory of accounting field in providing clarity of the role of objectives in the efforts of regional government management to achieve value reporting (economic, social and natural environment) in sustainable development through by managing regional assets. Organizational development is contingent because the behavioral and environmental aspects of the regional government's environment in managing regional assets can be explained in terms of the meso role of theory of the relationship between research aspects (Hassan and Lowry, 2015; Seroa and Ferreira, 2019). While, for the role of application theory, it can provide an overview of every aspect of organizational development, global asset management quality standards in ISO 55000, and

the role of the process and objectives of asset management sustainability reporting with integrated reporting applications.

Third, efforts to achieve the optimizing of regional asset management require a study related to the Regulatory Impact Assessment (RIA) in strengthening the clarity of the organizational development process. Therefore, it created need for next study referring to the framework of RIA on implementation <IR> for regional government in line with optimizing the objectives of regional asset management.

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