



Asset management performance in the government of Jembrana Bali Regency



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Abstract

This study aims to analyze the organizational influence, implementation of information technology, strategic planning, and optimizing the use of assets on the performance of asset management in the Jembrana Regency Government. The data used in this study were from primary sources from the sampling of 79 staff of the Jembrana District Government who handled regional asset management. The data obtained were analyzed using Structural Equation Model (SEM) using Partial Least Square (PLS) software. The results showed that the organizational and implementation of information technology had a positive and significant effect on the strategic planning of asset management. Organizational, information technology implementation, and strategic planning also have positive and significant effects on optimizing the use of assets. Organizational, information technology implementation, strategic planning, and optimizing the use of assets have a positive and significant effect on the performance of asset management in the District Government of Jembrana. There is a significant indirect effect of organizational and information technology implementation on the performance of asset management through strategic planning and optimizing the use of assets in the Jembrana Regency Government.

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1 Introduction

Reform of the government financial system from the central government to the regional government continues carried out by the government with various efforts marked by the birth of the regional autonomy law where the law regulates the rights, authority, and obligations of the autonomous region to regulate and manage their government affairs both the system regional financial arrangements and management of its assets as well as the interests of the local community. The aspect that has received the most attention lately is the issue of asset management, the performance of this asset management system is very influential in regional financial reporting because in the Regional Head's accountability reporting is made at the end of the fiscal year in the form of the regional balance sheet, presenting financial position per 31 December of a certain year consisting of assets, debt, and equity, the largest portion compared to other accounts in financial reporting.

To implement Good Corporate Government, the management of government assets refers to the theory of the management of the assets of private companies (corporations) (De Romario *et al.*, 2019; Criado *et al.*, 2013; Gottschalk, 2009). Siregar (2004), said that the performance of asset management is determined by several key factors, including organizational or organizational systems, information systems, strategic planning, and management optimization, where these variables can be interrelated to one another.

A good organizational or organizational system consists of completeness personnel organizational structure of the organization, a clear flow of orders in asset management, HR professionalism, a reward system, and an internal control system. Research by Yunita (2017); Erimalata (2016); Syahrani (2016); and Hanis *et al.*, (2011), show that HR has a positive effect on asset management. Good organization can produce good strategic planning to achieve organizational goals (Drago, 1997). The purpose of the organization is to improve the optimization of asset management and ultimately improve the performance of asset management. Strategic planning in asset management is an activity to plan policy direction to produce optimal asset management and improve asset management performance. Optimization of asset utilization has several indicators, such as the use of an asset with a plan based on the results of the mapping, the best utilization of studies, the collaboration with third parties. In the end, a good organizational system will ultimately result in good asset management performance. Performance indicators of asset management are seen from the effectiveness, efficiency, accountability, and transparency (Alfian & Mustam, 2017).

The role of information technology systems cannot be ruled out in the management of regional assets, especially in the formulation of strategic plans, optimization of management, and performance of regional asset management. Bengi (2009) and also Kiroga (2011) mention that technology information supports strategic planning that's evidenced by the existence of good service to customers, increasing cost efficiency, and improving company performance. To optimize supervision and control, it is necessary to computerize the administration of assets in the SIMA (Asset Management Information System) and the integration of SIMA with the Regional Information System. Internal control is carried out to protect the organization's wealth by minimizing irregularities and waste also maximizing the economic efficiency, and effectiveness of the organization's performance or government agencies (Sihite & Holiawati, 2017; Igbaria & Tan, 1997; Sher & Lee, 2004).

The process of strategic planning is an activity to plan policy direction to produce the optimization of asset management (Shuman *et al.*, 1985; Butler, 1988; Oeltjenbruns *et al.*, 1995). Strategic planning can be seen from the indicators, such as the existence of detailed planning, integration with bottom-up planning, integration with the top-down planning, and measurable performance indicators. Stoner & Freeman (1996) defines strategic planning as the process of selecting organizational goals, determining strategic policies and programs, projects needed to achieve specific goal routes to objectives, and establishing the methods needed to ensure that strategic policies and programs are implemented. Good strategic planning will create optimal asset management and improved asset management performance because according to Badeian (2007) strategic planning is made by companies to optimize the use of strengths and opportunities in their environment, reduce the weaknesses and challenges. Ovbiagele & Chinedu (2015) also said that strategic planning can improve company performance, thus making the company survive.

Another factor in asset management is asset optimization which is an activity to optimize the physical potential, location, value, amount/volume, legal and economic assets of the asset. In this activity the assets controlled by the Regional Government are identified and grouped into assets that have potential and that do not have potential, there are 5 methods of utilizing assets, that is leasing, borrowing, utilization of cooperation, hand overbuilding, and infrastructure cooperation that has its own goals, advantages, and characteristics (Runiawati, 2017; Mosetti *et al.*, 1994; Császár & Pulay, 1984). Thus the optimal asset management can be seen from: the suitability of the planned utilization of allocation, the utilization of assets that provide the highest social/economic benefits, and the execution of the utilization of the assets throughout the established procedures.

Furthermore, [McKeon \(2011\)](#) states that optimizing asset management can improve organizational performance, especially in the financial sector through increased return on investment and cost-efficiency. Optimization of asset management ultimately affects the performance of asset management. Performance indicators of asset management are seen from the effectiveness, efficiency, accountability, and transparency ([Alfian & Mustam, 2017](#)).

The implementation of asset management in the local government encountered many obstacles caused by the fact that in the period before regional autonomy, asset management did not get attention and accountability so that the administration of goods tends to be neglected and bequeathed inventory books that are not following its physical, this is getting worse due to: the number of regional assets that have not been recorded in the local government inventory book caused by many assets in the form of land and buildings whose ownership is unclear because there has been no transfer from the central government to the regional government so that they are not recorded in the inventory book of regional property or regional assets still recorded in the local and central government, and land assets that have been certified have not been recorded in the inventory book by the user agency. There was a change of buildings between government agencies but the equipment and machinery did not move so that the recording process was ambiguous, and the lack of attention from superiors from each OPD for asset management activities.

There are six types of assets in managing fixed assets in the Jembrana Regency Government during 2015 - 2018 that still received negative records by the Indonesian Supreme Audit Board. Among these assets are Land, Equipment and Machinery, and Buildings. The negative note is due to the lack of attention and commitment from the asset manager of each OPD which consists of the Head of OPD as the Goods User, Head of the General Subdivision and Staffing as the Property User Administration Officer and staff in the General Subdivision and Staffing as the User Property Manager who do not continue the process of recording, mutation of goods, trace the existence. Based on this description, the purpose of this study is to determine the effect of organizational, implementation of information technology, strategic planning, and optimizing the use of assets on the performance of asset management within the Government of Jembrana Regency.

2 Materials and Methods

The research design is quantitative research, which is a type of research based on quantitative data or its findings are achieved by using statistical or other quantification procedures. The type of data collected is primary data which is data originating from the original or first source, through informants or in technical terms the respondent, that is the person we made the object of research or the person we made as a means of getting information or data. This information is the respondent's perception of asset management quantified by giving a score on a Likert scale. The data analysis technique used in this study is the Structural Equation Model (SEM) using Partial Least Square (PLS) software. This research takes place in the Jembrana Regency Government, where the research is carried out in all Regional Apparatus Organizations, especially for the management of user goods and the assistance of administrators of used goods. The time of the study starts from 2014 to 2019.

Table 1
Identification of determinant research variables

Construct	Indicator		Construction Type
Organizational	a) the completeness of the personnel	X11	Exogen
	b) the clear command flow	X12	
	c) professional HR	X13	
	d) reward system	X14	
	e) internal control system	X15	
Information System	a) information can be accessed at any time	X21	Exogen
	b) accelerate decision making	X22	
	c) as a direct supervision	X23	
Strategic Planning (Y1)	a) the purpose of the plan is by the vision and mission	Y11	Intervening
	b) information based on SWOT	Y12	
	c) measurable goals and objectives,	Y13	
	d) the ways/policies to achieve goals	Y14	

Asset Optimization (Y2)	a) allotment of assets according to plan	Y21	Intervening
	b) utilization of assets with the highest benefits	Y22	
	c) utilization with third parties	Y23	
Asset Management Performance (Y3)	a) effectivity,	Y31	Endogen
	b) efficiency,	Y32	
	c) accountability,	Y33	
	d) transparency	Y34	

The data used in this study are primary data sources were obtained from questionnaires to officials handling assets in the Field of Assets in the Regional Financial and Asset Management Agency of the Jembrana Regency Government and employees who handled assets in the Jembrana Regency regional apparatus organizations such as user goods administrators and user goods assistant assistants who have authority and responsibility for managing regional assets. This field research was carried out by in-depth interviews with selected respondents using a questionnaire containing a list of questions. List of questions compiled systematically which is a representation of the key factors of asset management in the Jembrana Regency Government which is a research instrument. The population is the whole amount that is the object of a study (Soeratno & Arsyad, 2005). The population in this study includes all officials or employees of the Jembrana Regency Government who have links in the implementation of land, building, equipment and machinery asset management in the Jembrana Regency government as many as 366 people, which are grouped: 1) Property Managers, Property Management Administrators, Property Management and Property Manager Property Assistant, 2) Property User, Property User Proxy, Property User Administration Officer, and 3) User Property Manager, Property User Property Assistant. Based on the population number then determined the number of samples by the Slovin method with an error rate of 0,10 to obtain 79 samples. Furthermore, the sample is determined by the Stratified Random Sampling method with strata by the population group, and sampling is done randomly.

3 Results and Discussions

Test the Validity and Reliability of Instruments

Based on the results of the analysis of the validity of the respondent's answer score data obtained correlation values for all indicators $> 0,30$ the smallest value is 0,413 is the indicator X13 and the greatest for the indicator X14 is 0,969, all of which have a significance of less than 0,05. Reliability testing in this study uses the Cronbach alpha coefficient. The results showed that all Cronbachs Alpha coefficients had values above 0,60 which meant that all questionnaires as research instruments were reliable for measuring the variables.

Structural Equation Model

Based on the results of processed data using Partial Least Square (PLS), the performance of the assets of the Government of Jembrana Regency is presented in Figure 1. Based on these images, the outer model and inner model are then analyzed.

Evaluation of the Outer Model

Through the convergent validity test based on Figure 1, it can be seen that all indicators for all constructs have a loading factor (original sample) all above 0,50. For example, organizational variables have the highest loading factor on the X11 indicator with a loading value of 0,830, while the lowest is the X13 indicator with a loading value of 0,737.

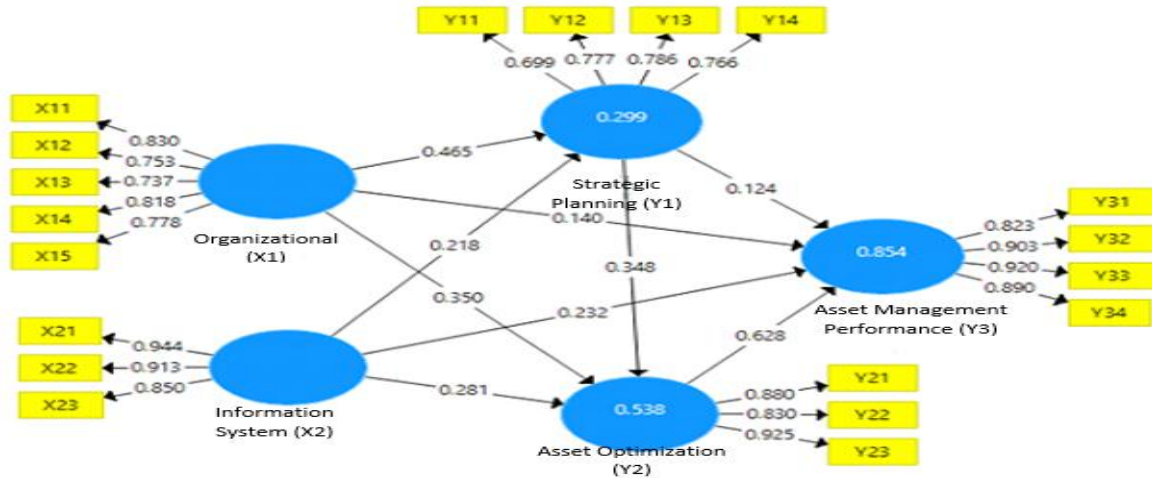


Figure 1. Full structural model

In addition to the convergent validity of a construct, reliability can also be evaluated. The reliability of a construct shows the consistency of a measurement result of a concept or a variable (Cooper & Schindler, 2006). Reliability can be measured by the value of Cronbach's Alpha and Composite Reliability. Cronbach "Alpha measures the lower limit of the reliability value of a construct and Composite Reliability measures the true value of the reliability of a construct (Salisbury *et al.*, 2002). The Cronbach "Alpha or Composite Reliability score must be greater than 0,70, but if the results are close to 0,70 (such as 0,6), it is still acceptable in exploratory studies (Hair *et al.*, 2010). Based on the results of data processing in Appendix 7, it can be presented in Table 2 which contains Cronbach'Alpha and composite reliability and AVE. Based on Table 2, it can be seen that the Cronbach alpha value, Composite Reliability for each construct are all greater than 0,60 and the Average Variance Extracted (AVE) is greater than 0,50. Thus all the measurements used in this study are reliable.

Table 2
Cronbach's value of alpha and composite reliability, average variance extracted (AVE)

Construct	Cronbach Alpha	Composite Reliability	(AVE)
Organizational (X1)	0.843	0.888	0.615
Information Systems (X2)	0.887	0.930	0.816
Strategic Planning (Y1)	0.753	0.843	0.574
Optimization of Asset Utilization (Y2)	0.852	0.911	0.773
Performance of Asset Management (Y3)	0.887	0.922	0.783

Source: Research Results, 2019

The goodness of Fit Test

Evaluation of the inner model includes two main things, namely the evaluation of the suitability of the model (goodness of fit) and evaluation of the influence of exogenous variables on endogenous variables through hypothesis testing. The goodness of fit evaluation and evaluation of the influence of exogenous variables on endogenous variables refer to the output of SEM PLS as shown in Figure 1, there are three exogenous variables, namely Strategic Planning, Optimization of Asset Utilization, and Asset Management Performance.

Table 3
R Square endogenous variables

Latent Variable	R-Square	Keterangan
Strategic Planning (Y1)	0.299	Moderate
Optimization of Asset Utilization (Y2)	0.538	Moderate
Performance of Asset Management (Y3)	0.854	Strong

Source: Research Results, 2019

Based on Table 3 shows the R-square value for each endogenous variable according to Ghazali (2005), the R-square value between 0,67-1,00 indicates that the model is strong, while the R-Square range between 0,34 – 0,66 indicates the structural model and if the R-square between 0,33 and below indicates the model is classified as weak.

Based on R^2 in Table 4.2 it can be calculated Q^2 or stone Geiser Q -square test, namely:

$$Q^2 = 1 - \{(1 - R_1^2)(1 - R_2^2)(1 - R_3^2)\} \dots\dots\dots (1)$$

$$Q^2 = 1 - \{1 - 0,299\} (1 - 0,538) (1 - 0,854)$$

$$Q^2 = 1 - 0,047$$

$$Q^2 = 0,953$$

A Q^2 value of 0,953 means that 95,3 percent of the variation of Asset Management Performance in the Jembrana Regency can be explained by variations in Organizational, Information Systems, Strategic Planning, and Optimization of Asset Utilization and the remaining 4,7 percent is explained by other variables outside the research.

Testing the Direct Effect

To analyze the direct influence of a construct on other constructs as hypothesized, it can be seen the results of Path Coefficients calculations accompanied by T-statistics and P-values that can be presented in Table 4.

Table 4
Path coefficient or the direct effect of research variables

Construct	Original Sample	Standard Deviation	t-Statistic	P-Value	Significance
X1 --> Y1	0.465	0.101	4.604	0.000	Significant
X2 --> Y1	0.218	0.102	2.141	0.033	Significant
X1 --> Y2	0.350	0.081	4.334	0.000	Significant
X2 --> Y2	0.281	0.078	3.600	0.001	Significant
Y1 --> Y2	0.348	0.075	4.630	0.000	Significant
X1 --> Y3	0.140	0.053	2.639	0.009	Significant
X2 --> Y3	0.232	0.062	3.730	0.000	Significant
Y1 --> Y3	0.124	0.051	2.425	0.016	Significant
Y2 --> Y3	0.618	0.086	7.311	0.000	Significant

Source: Research Results, 2019

Where:

X1 = Organizational

Y2 = Optimization of Asset Utilization

X2 = Information Systems

Y3 = Performance of Asset Management

Y1 = Strategic Planning

Based on Table 4 can be seen that all variables or exogenous constructs directly influence endogenous variables with P. Value less than 0,05 or with t arithmetic greater than $\pm 1,96$, and with a positive relationship or sign. Thus statistically the research hypothesis has been proven as follows.

- 1) The organization and implementation of information technology have a positive and significant effect on the strategic planning of asset management in the Jembrana Regency Government.

- 2) Organizational, information technology implementation, and strategic planning have a positive and significant effect on optimizing the use of assets in the Jembrana Regency Government.
- 3) Organizational, information technology implementation, strategic planning, and optimizing the use of assets have a positive and significant effect on the performance of asset management in the Jembrana Regency Government.

Testing of Indirect Effects

Analysis of indirect effects can be used to explain the effect of a variable on other variables through one or several mediating variables. Based on the results of data processing with PLS the indirect effect or indirect effect of a variable or research construct is presented in Table 5.

Table 5
The indirect effect of an exogenous variable on endogenous variables through mediating variables

Relation between variables	Mediation Variable	Original Sample	Standard Deviation	t- Statistics	P-Value	Significance
X1 --> Y2	Y1	0.162	0.052	3.086	0.002	Significant
X2 --> Y2	Y1	0.076	0.035	2.164	0.031	Significant
X1 --> Y3	Y1, Y2	0.379	0.069	5.480	0.000	Significant
X2 --> Y3	Y1, Y2	0.251	0.059	4.250	0.000	Significant
Y1 --> Y3	Y2	0.218	0.064	3.614	0.000	Significant

Source: Research Results, 2019

Where:

X1 = Organizational	Y2 = Optimization of Asset Utilization
X2 = Information Systems	Y3 = Performance of Asset Management
Y1 = Strategic Planning	

Based on Table 5 which contains the coefficient of indirect effects (indirect effect) is significant that it can be divided into three parts of the effect of indirect relationships through two mediating variables namely the variable Strategic Planning and Optimization of Asset Use, which is further described as follows.

- 1) There is a significant indirect effect of organizational variables and information technology implementation on the optimization of asset utilization through strategic planning of asset management in the Jembrana Regency Government, with P. Value of 0,002 and 0,031.
- 2) There is a significant indirect effect of organizational variables and information technology implementation on the performance of asset management through strategic planning and optimization of asset utilization within the Jembrana Regency Government, with P. Value each of 0,000.
- 3) There is a significant indirect effect of strategic planning variables on the performance of asset management through optimizing the use of assets in the Jembrana Regency Government, with a P. Value of 0,000.

Organizational Influence and Implementation of information technology on asset management strategic planning in Jembrana district government environment

The statistical results in this research indicate that the organization has a positive effect on Strategic Planning for Asset Management in the District Government of Jembrana. This means that the better the organization of asset management systems in each regional organization (OPD) in Jembrana the better the strategic planning. A good organization that consists of complete personnel in the organizational structure of the organization, there is a clear flow of orders in managing assets, professionalism of human resources, the existence of a reward system, and the existence of an internal control system. On the other hand, strategic planning can be seen from the indicators: the existence of detailed planning, integration with bottom-up planning, integration with the top-down planning, and measurable performance indicators. The results of this study are by the research of [Yunita \(2016\)](#), showing that HR has a positive effect on asset management. Good organization can produce good strategic planning to achieve organizational goals ([Drago, 1997](#)).

The implementation of information technology also has a positive effect on the strategic planning of asset management in the Jembrana Regency. This can be interpreted that the better implementation of information technology systems in asset management can produce good strategic asset management planning. This supports research of [Bengi \(2009\)](#) mentioning information technology supports strategic planning, because the support of data from a good information system will be able to give birth to good strategic planning.

Organizational influence, implementation of information technology, and strategic planning on optimizing the use of assets in the Jembrana regency government

The results of this research indicate that organizational influence has a significant effect on optimizing the use of assets in the Jembrana Regency Government. Optimization of asset management in this study can be seen from a) allotment of asset utilization by the plan, b) utilization of assets that provide the highest benefit (highest best use), and c) utilization cooperation with third parties. The results of this study are consistent with [Drago's \(1997\)](#) research that good organization can produce good strategic planning to achieve organizational goals, one of which is to improve the optimization of asset management. Statistically, the results of this research indicate that the implementation of information technology has a positive and significant effect on optimizing the use of assets in the Jembrana Regency Government. This means that a good implementation of information technology will accelerate decision making in optimizing the use of assets. The results of this study support the statement of [Cortada \(1995\)](#) that information technology can increase the optimization of the utilization of regional assets, namely by shortening the communication lines and speeding up a decision-making process. The results of this research also indicate that strategic planning has a significant effect on optimizing the use of assets in the Jembrana Regency Government. This can be interpreted that good strategic planning can optimize the use of assets in the Jembrana Regency Government. With good strategic planning optimal asset management will be created and improved asset management performance, because according to [Badeian \(2007\)](#) strategic planning is made how companies try to optimize the use of strengths and opportunities in their environment, in addition to weaknesses and challenges that exist

Organizational influence, implementation of information technology, strategic planning, and optimization of utilization of assets on the performance of asset management in the district government of Jembrana

Statistically, this study shows that there is a positive and significant organizational effect on the performance of asset management in the Jembrana Regency Government Environment. This condition can be interpreted that the better the existing organizational system in asset management in Jembrana Regency which can be seen from the completeness of personnel in the organizational structure of the organization, the existence of clear command lines in asset management, HR professionalism, the existence of reward systems, and the existence of an internal control system causing asset management performance is getting better. Asset management performance can be seen from the effectiveness, efficiency, accountability, and transparency ([Alfian & Mustam, 2017](#)). This research is by the writing made by [Yunita \(2016\)](#) which shows that organization, especially human resources, has a positive effect on the performance of asset management. This study also shows that there is a positive and significant effect of the implementation of information technology on the performance of asset management in the Jembrana Regency Government. This means that the better application of information technology systems results in better asset management performance. The results of this study are consistent with [Bakos & Treacy's \(1986\)](#) opinion that information technology can improve business performance through the creation of efficiency and effectiveness. Because with information technology, it can be seen on the utilization of how these assets will provide better results compared to other uses. This study informs that there is a positive and significant influence on strategic planning on the performance of asset management in the Jembrana Regency Government. The results of this study can be interpreted that the better the strategic planning that is made causes the performance of asset management in the Jembrana Regency Government the better. Strategic planning can be seen from the indicators: the existence of detailed planning, integration with bottom-up planning, integration with the top-down planning, and measurable performance indicators.

This research is by the opinion of [Badeian \(2007\)](#), that good strategic planning will be created optimal asset management and improve the performance of asset management. This is because strategic planning is made by an entity trying to optimize the use of existing strengths and opportunities in its environment, in addition to the weaknesses and challenges that exist. This study also shows that there is a positive and significant effect of optimizing the use of assets on the performance of asset management in the Jembrana Regency Government. The results of this study can

be interpreted that the more optimal utilization of assets causes the better performance of asset management. [McKeon's \(2011\)](#) in the White Paper report of The Institute of Asset Management publication in May 2015 states that optimizing asset management can improve organizational performance. If in the financial sector improving organizational performance can be achieved through increased investment returns and cost-efficiency.

Indirect Organizational Effects and Implementation of Information Technology on the Optimization of Utilization and Performance of Asset Management through Strategic Planning in the District Government of Jembrana

Statistically, there are indirect organizational effects and implementation of information technology on optimizing the utilization and performance of asset management through strategic planning of asset management in the Jembrana Regency Government. This can be interpreted that the better the organizational system and the implementation of information technology, the better strategic planning, and optimization of asset utilization. Furthermore, the better the strategic planning and the optimal use of assets, the better performance of asset management. The indirect influence of organizational and implementation of information technology on the optimization of the utilization and performance of asset management through asset management strategic planning by the opinion of [Siregar \(2004\)](#) says that the performance of asset management is determined by several key factors, including organizational or organizational systems, information systems, planning strategic, management optimization, and asset management performance where these variables can be interrelated to one another. Because strategic planning is closely related to organizational systems and implementation of information technology systems. Strategic planning can be seen from the indicators: the existence of detailed planning, integration with bottom-up planning, integration with the top-down planning, and measurable performance indicators. The better the organizational system and the implementation of information technology systems will result in better strategic planning that is made, the better the strategic planning will result in the optimal use of assets. The more optimal management that is accompanied by accountability and transparency of reporting will improve the performance of asset management. Because indicators of the performance of asset management can be seen from the effectiveness, efficiency, accountability, and transparency.

4 Conclusion

Based on the results and discussion in the previous chapter it can be concluded as follows, the organization and implementation of information technology have a positive and significant effect on the strategic planning of asset management in the Jembrana Regency Government. This can be interpreted that the better the organizational system and the implementation of information technology cause the strategic planning of asset management in the Jembrana Regency Government the better. Organizational, information technology implementation, and strategic planning have positive and significant positive effects on optimizing the use of assets in the Jembrana Regency Government. This can be interpreted that the better the organizational system of implementing information technology, and the strategic planning of asset management in the Jembrana Regency Government causes the optimal use of assets. Organizational, information technology implementation, strategic planning, and optimizing the use of assets have a positive and significant effect on the performance of asset management in the Jembrana Regency Government. This means that the better the organizational system, the implementation of information technology, strategic planning, and optimizing the use of assets, the better the performance of asset management. There is a significant indirect effect of organizational and information technology implementation on the performance of asset management through strategic planning and optimizing the use of assets in the Jembrana Regency Government. This can be interpreted that the better the organizational system and the implementation of information technology, the better strategic planning, and optimization of asset utilization. Furthermore, the better the strategic planning and the optimal use of assets, the better performance of asset management.

Based on the description of the previous chapters can be suggested as follows, even though the performance of asset management in Jembrana Regency Government is relatively good, there are still several regional assets that have not been recorded or inventoried, it is hoped that the Jembrana Regency Government will continue to make improvements in asset management. So that Asset Management in Jembrana Regency Government can run well, it is expected that the attention and commitment of all asset managers from top to bottom level to implement changes and improvements.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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