



Management Of Assets In New Public Management Perspective (Case Study: Optimization Of Lands And Buildings Asset At Local Government Of Makassar City)

Andi Muhammad Batara¹, Rakhmat², Muhammad Nur Sadik², Badu Ahmad²

¹Graduate Student PhD, Study Program: Science Of Public Administration. Hasanuddin University,
Makassar, Indonesia

²Faculty Of Social Sciences and Political Sciences. Hasanuddin University, Makassar, Indonesia

Received 11 June, 2015; Accepted 10 September, 2015 © The author(s) 2015. Published with open access at www.questjournals.org

ABSTRACT:- Land and building assets as key components of its assets, by the local government should be able to be used as productive assets, so that positive impact for the regional development and welfare of the community. However, there are still many areas that have not yet been realized the role and the potential for asset management carefully. In order to support the government efforts of Makassar City to optimize the performance of assets management, then required a paradigm changes with an emphasis on the application of the principle and value "new" in the implementation of asset management. One of the alternatives to answer the challenge is through adoption of the principles "New Public Management" (NPM). The purpose of this research in general is to identify application of the principle of NPM in assets management of Government in Makassar City and examine potential that can be pursued as an opportunity in optimizing asset management through the principle implementation, and also to identify the obstacles and major problems encountered in an effort to optimizing of assets management. The results of research showed that implementation of NPM principles in assets management at Local Government of Makassar City is not optimal yet, there are several principles were in the implementation, but has yet to show expected performance, and some other principles was tend to be ignored. The main obstacle that was faced is: inventory data assets were not been going well, performance management is not optimal yet, and the capability of apparatus is not adequate yet. The government of Makassar City is expected to realize the optimization of assets management, through: assets restructuring, build professional management, and optimize technology utilization through management information system.

Keywords:- Management, Optimization of Assets, New Public Management Principles.

I. INTRODUCTION

Since the decentralization policy, every Local Government in Indonesia demanded have the readiness and ability to develop financial mechanisms to explore the potential of various forms of financing to support local development, including to improved quality of service to the society. One of solution embodies this intention, is through efforts to optimize the management of assets owned by the local potential. Assets management is one of the key areas of successful management of local development. The importance of proper asset management and efficient, with based on the principle of efficient and effective management, is expected giving a strength to local government of economic ability for local development (Siregar, 2004)[1].

One of the sector is expected to be potential resources to sustain the regional development, as well as effective as strategic roads in the improvement of the quality public servant, is through real-estate sector (land and building). Land and building assets as the main components of assets, the local government should be able to be used as productive assets and useful so that positive impact in local economic development and the community welfare. Many source or benefits that can be drawn from this sector, such as: the impact or excesses development, *such as* for example: opening up new jobs, the improvement of the quality public service infrastructure facilities, the acceptance of price changes and other basic land etc. However, there are still many areas that have not yet been realized the role and the potential assets management conscientiously. Assets management is still found in the bad condition. That was a lot of assets operational cost (maintenance, security,

*Corresponding Author: Andi Muhammad Batara

¹Graduate Student PhD, Study Program: Science Of Public Administration.
Hasanuddin University, Makassar, Indonesia

rehabilitation, and others) becomes serious obstacles for local government financial management. But in the other side, the assets have not yet been able to contribute of income at least comparable to covering the operational costs.

In order to support the government's efforts to optimize the performance of Makassar City in its assets management is required, therefore a paradigm change with an emphasis on the application of the principle and value "new" in the implementation of asset management. Asset Management that tend to be conventional, toward a more innovative asset management in accordance with the practice of best practice that has been proven reliable in realizing that optimal asset management. One of the alternatives to answer the challenge is through the promotion of the principles "*New Public Management*" (NPM). NPM is public administration management system that is expected to be able as strategic concept in optimizing asset management practices of local government. The concept this NPM can be seen as a new concept that want to monopoly service that is not efficient which is done by government agencies and government officials (Thoha, 2008)[2]. With the concept such as this is then Christopher Hood from London School of Economics (1995), says that *New Public Management* will change the way public bureaucracy from the traditional to private business model and market development.

The main target of changes desired way is the increase in government management and delivery service to the people with an emphasis on efficiency and effectiveness, economic. To realize the concept NPM bureaucracy in public especially on regional asset management practices, then attempted to the leaders (asset management) in the area can increase productivity and find alternative asset management program that innovative.

Various studies related asset management areas have been quite a lot to do. Some of them, such as Sarifuddin (2004)[3] research, conducting about asset management transformation (land and building) in optimization rent value. The purposes research are to determine the amount of asset value, analyzing the level appropriate rent data market, and the assets potential in contribute to local revenues. That is also the research that is done by Agustina (2005)[4], this research focuses on phenomena of assets management that are on the local government play a very important role in providing information that fast, accurate and can be accounted for in the balance. A research aims to examine inventory and legal/judicial on land and building assets owned/managed by the District Government, examine evaluation method assets land and building on the scales, examine Regional assets utilization land and building owned/managed by the local government of Pontianak Regency to local revenues contribution (retribution). However, this research examines asset management areas more focused on the question mechanism technical asset management and study of management and economy science. That is not much research which trying to examine the assets management which reviewed in perspective of public administration theory. The research of assets management which reviewed in the study of public administration science, is aimed to search for alternative solutions to the problems in regional asset management, through the improvement or enhancement especially in the case Local Government performance management and human resources development, by referring on the application of the principles of *New Public Management*, so that it is expected that public organizations can change paradigm (local government) in the implementation of his asset management.

II . RESEARCH METHODS

The type of research using qualitative approach with research model of case study, where the emphasis on a limited system to a cases and more, and also including with data excavation that involving of information sources which have a lot of context. (Cresswell, 1998)[5].

The information and data which are needed for this research related in asset management in Makassar City, related information in form of: Number and assets details of land and building of the government, the mechanism for technical details of assets management, asset management policy land and building the government of Makassar City (related to management strategy) and others information. The information and data obtained through the data collection method, consisting of: observation, open interview, and study of documentation. Meanwhile, The data analysis techniques that is used is analysis using interactive model (Milles and Hubermann, 1994)[6], which consists of 4 (four) stages of work, that are: data collection, data reduction, *data display*, and stage of making the conclusions and/or stages of verification.

III. RESULTS AND DISCUSSION

The Main issues in Assets Management at the Government of Makassar City

Possession of regional Management in general have a very strategic function and vital. Fixed Assets (land and building) have the greatest value compared to other types of assets and are generally for some local government and no exception to the Government of Makassar City. The Government Makassar City own assets

have wealth that is large enough, mainly from the type of asset this land and building, as many as 699 land and building 4196 unit (Data of equipment division of Makassar City Government, 2013). Because of that the optimal utilization of the lands and buildings, which is believed to be able to increase the capacity of the Government of Makassar City in collecting the local financial resources, it is hoped that with financial conditions that impact of better quality of public services. Many sources that can be drawn from this sector, such as: cost (receipt) that is obtained from development impact, the acceptance of price change ground and others. Especially lands, is limited so that the assets must be treated and used carefully. Land is a property that unique and has special characters especially on the properties to its relative scarcity and what it's for. A limited number of land but human needs to land tend to be increased so that make the land has economic value. But in implementation of assets management of land and building at the Government Makassar City is still in not optimal yet. The main problems of the government Makassar City in realizing optimal assets management are :

1) Assets data inventory which doesn't running well

It is causing the Government Makassar City has difficulties to know definitely assets that are controlled/ managed, so that of assets managed tend not optimal in its utilization. The implication of the use and asset management that is not optimal value is not getting any benefit from optimal asset of the potential contained in the asset. The questions are asset inventory data base is related procedures inventory and identification of assets, both physically and judicial not yet done with good and right. The physical aspects consist to of form, size, location, volume/number, type, address and other. While aspects judicial status is self-control, legal problem-owned, limit control and others. Still found assets that have not yet been recorded in detail, such as for example: lack of value of the asset, lack of evidence of ownership of assets, assets wide differences in reporting with real conditions in the field, and the difference reporting/identity information related assets on two or more work units that manage the asset.

The Local Government of Makassar City doesn't have data base of assets that really reflecting the real conditions assets. This Acknowledges potential negative environmental impact from lack of information or data assets, and a lot of document assets that are not available or even lost. Especially related data/information and document assets land and building, where many of the assets is an asset that has long. Ownership documents of land and building asset or historical aspect of the old assets which are unclearly. There are still many found assets was grant from other parties received by the Government of Makassar City which does not come with a letter/document assets, especially the Covenant grants from the Central Government is equipped with only the News document the ceremony goods, however it is not yet supported description whether the goods van or not. If the asset/goods van, should be equipped with supporting documents a script Grant Agreement. These conditions caused in many government assets Makassar City of the lands and buildings in poor condition. This is caused by one by one the asset be claimed and successfully captured the other. The lawsuit proved to be with the multitude of third-party ownership status related assets that are controlled the Government Makassar City. The assets are a valuable asset owned by the Government of Makassar City, which usage will be allocated as the office that served various government affairs and public service. In fact, most assets reviewed are used as the building and facilities for education.

2) Standard of performance Management

Management is required in order to achieve the goals. The management will make it easier for organizations in realizing the efficient and effective performance. In the context of asset management, asset management is needed in order to realize asset management in a timely manner and efficiently, with management based on the principle that efficient and effective, it is hoped that it will give strength trustworthiness local government ability in finance development its territory that is reflected in local revenues (Siregar, 2004)[1]. Besides that, through the optimal assets management will have an impact on the increase capacity of the regional government in providing services functions that more qualified.

In the implementation, the government of Makassar City has not yet been able to do the optimization of asset management. The minimum of strategic steps in assets management, resulting in lower utility of assets support the government of Makassar City performances in order to local development and providing quality of public service. Poor performance asset management Makassar City Government appears on some management aspect, namely planning and policy analysis utilizing asset; coordination and cooperation between institutions; and the function control and supervision.

The government has not yet been optimal asset management including Makassar City planning on aspects. Asset Planning is considered not yet reflect the measured quality planning. In addition, the government's policy of Makassar City do not have yet the strategic steps in optimizing its assets management. Program of work that are organized in general is still normative, which can result in the low utility assets in order to support the government's performance of Makassar City in regional development and public service providing quality.

Work Program utilization of assets that if is designed in order to give a wide impact and benefits for the public, in both the economic and social other aspects. However, the hope has not yet been able to optimally. This is as occurred on the bridge asset management Losari Beach that has not yet been able to be the source acceptance is proper for the government Makassar City. Traditional markets that have centers were revitalized but have not yet been able to provide a comfortable condition for visitors or not siding or benefit of merchants from economic aspects. Terminal Management regional power away from the concept that ideal as expected. In addition, there are asset that have potential value strategic assets but in a condition is not be used optimally. There more apprehensive, thus the potential assets in ownerless condition and not a few even have been controlled by the other sides.

Various problems have not yet been optimal on performance planning aspect is caused planning asset management policy that have been taken by the government of Makassar City has not yet been fully considers the principles and best highest utilization the most probably obtained from an assets. Analysis/utilization of highest and best use is the most probably and optimal use from a property (assets), that is physically possible, had been considered adequate, by the law permitted, in financial worth and produce the highest value of property (Soeparjanto, 2008)[7].

In addition, poor coordination and cooperation between institutions involved in the management asset management problems, add complex asset Makassar City Government. Activities often found that a kind, carried out by different agencies, but not well-coordinated. The duties, functions and authority, so that the overlapping resulted in working units involved each other throwing a responsibility related affairs (tasks), resulting in the functions of the specific asset management in handling impressed slow and don't tend to work as it should. In addition, the lack of support (cooperation) from institution has or work unit related record, in the case, they collect data from, supervise, and reported that there are assets in the region its responsibility. This is causing some assets finally it is difficult to be traced his existence. This is then a gap for the other parties to take over control and change the function of the assets.

Coordination is needed in regional diplomatic retaliation performance, so that each institution within the scope of local government agencies can run their respective duties with good without any overlapping tasks and authority attached to it. Thus, the objective of the government area can be achieved in coordination with a cooperation that was built by each work unit local government.

Optimizing performance management also related with the question functions of assets control. In fact, the function and control have an important role to play in order to guarantee the maintenance of the optimal asset management. Surveillance Assets belong to regional areas (assets) is a business or activities to know and to assess the reality that is actually on the implementation of tasks and/or regional asset management activities, whether done according to the law (Setiya and Guntoro, 2010)[8].

A weaker performance monitoring and controlling aspects cause various problems in Makassar City Government asset management. Especially the utilization of assets/administer them cooperated with third parties (Investors) almost completely problematic. Some assets that in cooperation failed to reach the target or the purpose that is expected from management cooperation. It's not only that, some assets thus a retreat in utilities and decrease in the quality aspect physical assets.

3) Incapable of human resources

Poor performance in some aspects as asset management that has been mentioned, good planning performance that have not yet been optimal, coordination and cooperation between institutions that bad, and even management practice that have not yet been professional, due to the lack of resources support the employee of the asset management capabilities that have the reliable. In general, employees who have been involved in asset management do not have the appropriate scholarly background. Officials have not yet been insights, expertise, skills adequate in order to carry out the tasks and asset management function. The condition finally has an impact on regional asset management efforts to be ineffective and failed to fulfill the goals.

Lack of understanding and mastering the concept asset management lead to comprehensive disorientation to the purpose asset management should be, so that in the development of the purpose and program of work more focus on target fulfillment of administrative target. Be sides that, in planning documents, lack of the program of innovative asset management program. In fact should be asset management is directed to the purpose or the great performance target, i.e. with great potential to optimize assets in order to contribute to maximum for the Government of Makassar City to implement the regional development.

Role of New Public Management in Optimizing Assets Management

NPM is public administration management system that is expected to be able to be strategic concept in optimizing asset management practices of local government. Main Target the desired through application of the principle of NPM way is the increase in the government management and delivery service to the people with an emphasis on efficiency and effectiveness, economic.

In order to reduce problems faced in the management of assets, new public management (NPM) is expected to be able to contribute in changing paradigm of asset management Makassar City Government. It is expected that affect the principle in optimizing performance management practices Makassar City Government assets.

The concept of *New Public Management* is an approach by relying on management application of the principle of private sector that is considered more reliable in achieving organization effectively and efficiently. Application of the principle of NPM into asset management practices, namely emphasizes the existence of performance standards and size-oriented performance; in the output *and outcome*; handling management by professional; emphasis on style in the private sector management practice; and providing human resources that is reliable and use of technology in the management (adapted from the Principles NPM presented: Hood: 1991[9], Kettl in Denhardt and Denhardt: 2003)[10]. With the concept such as this, the *New Public Management is expected* to be able to change how the government asset management and model that tend to conventional Makassar City, and all the way to a more innovative asset management in accordance with the practice of best practice that has been proven reliable in realizing optimal asset management.

Based on major problems facing the Government of Makassar City in optimizing its assets, then the principles of NPM can be value in formulating strategic steps to achieve optimal asset management. The strategic steps are as follows:

1. Asset Restructuring Implementation

One of the steps concrete application of the principle of NPM as one of asset management solutions improve performance Makassar City Government policy is through asset restructuring program, which is aimed at achieving high efficiency and utilization of assets through analysis approach *highest and best use* (use with highest value and best performance), measurement asset management program in local government, so that an evaluation of assets can be done with the right, and in the end will give easiness to develop a strategy asset management in the future for the regional government (Siregar,2004)[1].

Based on the condition and characteristic problems faced by the Government of Makassar City, namely: many number of assets land and building the Government of Makassar City, and put the assets spread; bad data base assets, caused by supporting documents assets related legal status of assets, data/information layout, wide, values and characteristics other assets, not yet finances in the best; there are still land/building assets in a condition that has not been used optimally; and, the process of decision making and policy formulation has not yet been refers to principles and best utilization of highest potential for optimum usability that belongs to assets. Therefore, as steps to solve the problem asset management, needs to be performed a series of measures strategic asset restructuring of the lands and buildings in Makassar City Government, this as the concept that is offered by Siregar (2004)[1], as follows :

a) Identification, Physical and Legal inventory, assets land and building assessment

This step is aimed at the government to Makassar City can improve data base assets that include shape, size, physical condition, legal status and its assets. This effort also as the identification of document completeness of legal document assets and judicial analysis of assets in the end can provide *legal option*. Besides that, assessment has to be done is to see the value of all real assets that government-owned Makassar City according to the condition that reflects current economic benefits of the asset. And then, from the identification and inventory of assets, and assets data base can be developed through asset management information system (SIMA).

b) Optimal utilization of land and building assets Analysis

This step aims to identify and separating its assets that go into the operational assets or non-operational assets. The asset operational then carried out a more in-depth study to find out whether the operational utilization of assets is optimal or not. When it doesn't optimal will be do the optimization study. This optimization study done based on the measure of the asset needs associated with their activities. The study results are optimization recommendations to optimize the asset. Meanwhile, for the assets non-operational analysis is done for utilization of existing condition when this asset, to know whether its utilization is seen from optimal use of the land in the development and functional building of economic aspect. This analysis will include regulations, provisions and the area around development. When the results of the analysis it turns out that the asset is not can be optimized and not be able to take advantage of development, the assets in enter into the program tailing disposal (deletion). It is hoped that this tailing disposal with the results of the sales will be more useful for the regional government as management, and the community as beneficiaries of the asset management area. While for non-operational assets that can still be optimized, study carried out *highest and best use*. *Object of Highest and best use study* this is the land and building that has the potential to be developed or felt not optimal its utilization.

c) Highest and Best Use Studies

Highest and best use Studies aims to know best product development and optimum on the land or land and building that is considered has the potential to be developed or felt not optimal its utilization. This study results will be very useful for the regional government in do optimization asset usage, good sales for the purpose, and cooperation with third parties in order to efficiency and effectiveness of the use of assets owned.

Highest and best use Studies conducted with scope of analysis includes location analysis, analysis existing condition, market analysis and financial analysis to analyze market potential is there, what products that will be developed and investment performance of each alternative development. In addition, study of analysis also regarding how "outline" asset utilization will support services procurement and to develop potential assets in optimizing quality of service.

2. Professional Management Development

Next step strategic management is to build professional management. Professional management can be the way so that asset management of Makassar City Government can realize the purpose that optimal management. Therefore, building management/organizations that are capable of working professional is an agenda that has to be carried out, as the solution to the problem of management issues that occurred in asset management practices of Makassar City Government. And as for the strategic steps that can be taken in order to build professional management, are:

a) Developing the quality of human resources

These steps can be taken in two ways: First, through repositioning or recruit and select the right human resources to carry out the tasks and asset management function. This is so that later the asset management tasks can be run by the managers as well as the employee of the capabilities that have the reliable. Human resources that is needed in managing assets should be sufficient knowledge and discipline on aspects of science, experts or control with good comprehensive asset management concept.

Also need to look at where working units involved in the management of assets, if can be charged by all personnel who have the capacity and capability which covers some of the elements of asset management. As, for example, a work unit not only has enabled personnel that good in the case of assets, a technical but also has the ability in the management of government, understand the details the regulation, and so on.

To ensure that, working units that have a role in asset management function, especially the equipment as working unit that coordinate in the asset management the Government Makassar City, need to audit the employee of the resources available and identify capabilities of each massive blowback based on indicators for the accurate, according to the needs and work load in each work unit. This can be done one of them in a way to invented and classify, skills and competencies personnel, based on:

- Education: Degree in Economics, Asset Management, law, Planology, Engineering, sociology, appraisal, Accounting, computer, etc.
- Had the knowledge of asset management and experienced in asset management areas.
- Track Record or work experience related affairs from the desired corresponding personnel.
- Have a soul leadership (for managers), or good work attitude (to subordinate).
- Have managerial skills, integrity, innovative, and others.

Step resources development, *the second* is the employee of the efforts to increase capacity through the employee of the asset management. As findings, the Government Makassar City still lack the resources that have the employee of the capability, an expert in the field, control task or really understand the concept thoroughly asset management. Besides that, in carrying out the tasks of asset management, the employee of the generally tend to have not yet been positive attitude and commitment good work.

Problems with the employee of the resources, both the quantity and quality, then the Government of Makassar City will need to do the development officer with include civil servants in education and training related to asset management. Its purpose is to allow employees to understand and understand related tasks with asset management. With the development officer so it is hoped to increase employee in professionalism, increase his skills and improve stigmas toward in asset management, so that in the end will improve the performance officer (Wahyuningrum, et all).

To become a note, in order to select the appropriate education and training needs with conditions asset management employees. Because, in the generally the Local Government of Makassar City has often include his servants in technical improvement training asset management. However, education or technical training the asset management is not enough help to improve the more optimal performances. Officials are still found that have not been completely understood essence management purpose and strategic assets value. How much more factors work ethos and commitment attitude employees who are still low, also had the effect of asset management performance has not been optimal. Human resources capacity problems in an organization can be

various, because of that, in certain employees decided to follow particular training needs or conditions must consider the corresponding employees.

In the guideline Asset Management Integrated System that issued by the Strategic AAMCoG (*Australian Asset Management Collaborative Group, 2012*), offer types of training that is needed in order to increase the capacity the employee of the asset management, including: leadership training; the training of the Formulation of Planning and Budgeting income; the training Management and regional expenditure; the training adhering Financial Management Training areas; Asset Management; the training of the Formulation of Regional Financial Report; and types of training other technical needs that are considered relevant to employees as well as condition asset management of the Government in Makassar City.

As the solution to the problems work ethos and commitment attitude officer that is still low, The government of Makassar City could take steps with the increase employee motivation, whether in the form of command and the imposition of *punishment* and *reward* for the employee with indicator the measure. *Reward and punishment system* can be a stimulant to employee can work and achievement better. But, of course the mechanism that set of *reward and punishment system* must have the raw standard and measured, so that its application can be objective and exact targets. There is the form of *reward and punishment and model* adjusted to the conditions (needs) employees and government organizations of Makassar City.

b) Performance improvement of asset management system

In general, poor performance asset management caused system asset management that is not going well. Adhering function (recording and presentation of data assets) which is still bad, system planning that have not yet been measured, and accountable, they must pass on a weaker coordination between working unit that one of them is due to overlapping main tasks and functions, and also system of controlling and supervision assets is not running usually. For that, in order to optimize the performance asset management, the Government of Makassar City must reduce pain points and problems through styling system asset management and development through the following steps :

- Renew vision or perspective understanding related asset management will be the concept thoroughly. Before stepping on performance improvement system asset management technical, it is necessary to begin on efforts to renew its vision and how to look at the employee of the asset management related their understanding of the concept asset management, based on comprehensive rules of asset management principles should be. During this, Makassar City in government management held its assets tend to focus more on target order administration and compliance asset management procedures. In set the standard and indicators performance, the Government Makassar City more attention on activities and program of work on standard compliance procedures and structure as stipulated in local regulations on the management of local goods. Other sides, the Government Makassar City tend to be less attention on strategic goal fulfillment asset management presents a potential impact and the benefits so great for the government of Makassar City and society at large.
- Set the standards and performance indicators which clearly. Target asset management or the purpose should write out in detail how a target will be evaluated. This is done in order to determine levels of performance a work unit related to the holding of asset management tasks that it wields. Viljoen (2000) in AAMCoG (2012)[11] describes, target (objective) that you want to reach an organization should consist of: performance or attribute that will be measured/evaluated; scale that will be used to measure/evaluate performance or the attribute (for example system or percentage points); the purpose or desired performance levels; a period of time to achieve the purpose or the performance level.
- Improve the performance control and supervision. Institutions or the government agencies that have the authority in organizing assets supervision is expected to be improved performance with the support leadership, through the strict policy of sanctions for the troops or work unit that performs worse and give appreciation for those who are able to do the task with good. Without a big commitment from leadership in this case, then realize that optimal asset management performance through effective supervision in it, it is difficult to be done.

It is hoped that the leader responsive to audit findings and recommendations. The leader must evaluate the performance, in the main asset management all the problems that had been found related findings and recommendations examination results, and to make sure that there is an action against these findings and follow the (monitor) are strictly implemented.

In general follow up action Hits supervision can be: administrative actions in accordance with prevailing laws and regulations; action treasury demands or claims for compensation claims; action/civil suit; measures complaints criminal actions; enhancements actions of institutional, staffing and implementation (Setiya and Guntoro, 2010)[8].

Mardiasmo (2004)[12], assert that tight control still need to be held since planning phase until deletion assets. For supervision at each stage asset management is necessary to avoid potential deviation on planning phase, inventory (adhering) assets, until the utilization of assets stage.

c) *Deregulations rules in supporting current of assets management*

Asset management related problems faced by the Government of Makassar City, need to enhancements/follow-up the government's policy through the regulation of asset management that already exists. In the review rules the legislation, asset management has not yet been supported policies or rules that give attention to asset management system such as *reward and punishment*. This includes related things the incentive when its management contributes to regional acceptance. Not only that, the rules have not yet been requires in particular, that asset management should be done by a professional human resources. Professional human resources is absolute, for example has been followed education and training of asset management state that is marked with certification (pass/worthy) manage assets or even had a certificate of expertise asset management recognized formally.

In addition, there is an obligation for each unit assignment organization to have asset manager. Therefore, the regulation related problems as naturally as pursued by the Government to realize Makassar City asset management system more reliable asset management in answer the challenge in the future. This includes budget support the worthy, to finance the maintenance of the asset management of Makassar City Government.

3. *Optimizing of technology utilization through Management Information System*

To achieve the goal asset management a planned, integrated, and able to provide data and information required in a short tempo, required a system support information for decision-making on assets (*decision supporting system*), which is referred to as Asset Management Information System (SIMA) which later the system to explain asset management areas in efficient and effective as well as to create transparency policy asset management areas, and local government need to have or develop a comprehensive management information system and reliable as a tool for decision-making.

SIMA is a concept that combines several disciplines skills like; of the formulation of system and procedures logistic (assets), on the arrangement of computer application field logistics, data collection (inventory) assets, assessment of assets, consultation properties, and property management. By combining various discipline expertise in order to support the utilization of best assets owned, SIMA implementation will support local government interests in: order asset administration, in the knowledge highest and best use asset, easier in assets control, see the value asset, as well as to support development of strategic planning.

However, condition of asset management issues (the Government of Makassar City), which complex, many assets such as land and buildings is problematic; assets changed function, the assets are controlled by the other party, and assets lost without known layout and the location. Then, Asset Management Information System can be are designed with other supported device applications, namely *Geographic Information System (GIS)*. In a journal, Irwansyah, et al (2006)[13] explained that GIS, along with the development of technology is a system that was developed to manage, analyze and display geographical information. GIS offers a system that integrated data spatial with textual data which is comprehensive description about objects and it easier for the user to spread its relation with other objects in the space the face of the earth. With this system data can be managed and manipulated to comprehensive needs analysis and as well as display results in various formats both in the form of map or the table or report.

Further, Irwansyah, et al (2006)[13], revealed that every goods (assets) always have dimensions space assets, Local Government has various characteristics and is in a position that geographical spread, so that spatial approach in asset management is very important. Besides that, Irwansyah, et al (2006)[13], also explain that SIMA with GIS-based will provide easy and some benefits as well as in: all data attribute assets recorded and invention in detail; the process monitoring of assets more optimal, this is because SIMA ability to perform analysis on assets and spatial analysis; because it was built on the spatial concept, then SIMA easy developed as area management information system.

Spatial approach to take advantage and benefits GIS development, SIMA is one of Local Government investment for various other strategic interests. Besides as a reliable system to help management of assets, as well as one of means for regional economic potential promotion, SIMA is also a foundation for development of the system information area management (estate management) that will be required, along with the development and growth of regency/city. SIMA development in the region to support area management of regency/city will be very easy for SIMA developed with geographical-based and provide double benefits, not only as a tool to help asset management, but also basic to the management of regency/city area. Therefore, development of this information system is an important investment for the regional government of regency/city in good corporate governance (Irwansyah, et al, 2006)[13].

IV. CONCLUSION

Asset Management of Makassar City Government has not yet been running optimal. This is because the government of Makassar City has not yet been attention or emphasizes application of the principle of NPM into asset management practices. This is as shown on application of the principle of *emphasizes the existence of performance standards and size-oriented performance*.

In organizing its assets management, the Government of Makassar City refers to assets belong to regional management guidelines set forth in Local Government Regulations of Makassar City Number 1 of 2008 about Management of Local Goods, which contains the objectives and procedures and the stages asset management work. However, despite the fact that it has been have performance standards (guidelines of assets management) that it was agreed, in general in the asset management has no measure of performance that serve as a reference point to assess the success or failure to achieve the target and goal of the organization that is specified.

Meanwhile, in the principle implementation of *output and outcome Orientation*, the Local Government of Makassar City in the management of assets experiencing disorientation her true purpose asset management. The Government purpose of Makassar City asset management, as that is contained in vessels of Regional Bylaws Management, has brought this implementation of asset management the Government of Makassar City on the fulfillment of the elements of the administration is dominant, and tend to implement asset management activities that are routine and operational, and more focus on fulfilling the holding of the asset management procedures based on work or stages. Meanwhile, asset management should be directed how to assets can be optimal in utilities and give benefits that strategic to Makassar City Government and the community.

The following, application of the principle of *handling management by professional*, shows asset management Makassar City Government forces has not yet been held by the professional organizations and institutions that are able to work. The Government of Makassar City in organizing its assets management employee does not yet have sufficient resources on aspects of science, knowledge and discipline experts or control with good asset management concept thoroughly. And also related with the commitment apparatus of assets management in works responsibility. Meanwhile, the management some its assets, namely in order to optimize the performance of Makassar City its assets, the government gave up its assets and some management or managed together between the Government of Makassar City with Third Parties (Investors). However, in its implementation, management role (third-party) and the Government of Makassar City in general has not yet been able to show a professional performance management, especially in the low performance monitoring aspects, control and enforcement.

On application of the principle of *an emphasis on style in the private sector management practices*, the Government of Makassar City followed asset management policy with invite private sector participation in it. This is so that can be efficient resources it possesses, development is expected to be able to walk without burdened the government funding from the side, so that the government can continue focus development in other sectors. In addition, in order to apply this principle, the Government of Makassar City efforts to improve performance management employee its assets. Makassar City Government gives stimulant through committing of *reward and punishment system*. It's just, in its implementation elements leadership as Facilitator employees' performance, as long as it's not sanction expressly, as well as the giving of *reward and punishment* that does not yet have a clear standard/indicator.

The application of the principle of *Providing Human Resources and technology*, Top Manager (Leader) is considered not yet systematic in supporting efforts realized the employee of the asset management which is reliable. This is demonstrated with system deployment and recruitment officer that has not yet been noticed factor compliance by expertise and background of education employees. In addition, in the review of rules, asset management policy not yet supported or rules that give attention to asset management system such as *reward and punishment*. Not only that, the rules have not yet been requires in particular, that asset management should be done by a professional human resources. Meanwhile, in terms of technology, the Government of Makassar City does not yet have information system technology-based management in order to support its assets. This is one of the factors that cause the inventory asset problematic Makassar city.

Therefore, in order to optimize the performance of assets management, the Government of Makassar City is expected to be able to optimize application of the NPM principles into practice asset management, to give the influence on a paradigm change and asset management system which more strategic and innovative, and achieving main purpose asset management which is efficient, effective, and to provide the benefits for the maintenance of the broad tasks of government and social welfare.

REFERENCES

- [1]. Siregar Doli D, 2004. *Assets Management*, PT. Gramedia Pustaka Utama, Jakarta;
- [2]. Thoah Miftah., 2008. *Contemporary of Public Administration Science*, Kencana Prenada Media Group, Jakarta;
- [3]. Sarifuddin. 2004. *Transformation Asset Management areas (land and building) in optimizing rent values in the district of Sikka*, thesis S2 Post Graduate program I of Gadjah Mada University, Yogyakarta;
- [4]. Agustina, Maria. 2005. *Assets Manajement of Local Government land and building (case study in the Pontianak Regency)*, thesis S2 Post Graduate Program of Gadjah Mada University, Yogyakarta;
- [5]. Cresswell, J. W. 1998. *Qualitative Inquiry and Research Design Choosing Among Five Traditions*. Thousand Oaks, California: Sage;
- [6]. Miles, M. B, dan Huberman, A.M. 1994. *Qualitative Data Analysis: A Sourcebook of Methods*. 2nd ed. California: Sage;
- [7]. Soeparjanto, SH, M. ec.Dev. 2008. *Basic Concept Assessment Module*, Education and Training of substantive Technical Assessment Specialty Basic Properties;
- [8]. Setiya Tanda, dan Guntoro. Rahmat 2010. *Module: Development, Supervision, Controlling of Local Government Goods, Education of Training of Technical Substantif Specialization of assets management*, the Ministry of Finance of Indonesia Republic, Board of Education and Training, Education and Training Centre of National Assets and Financial Balancing, Jakarta;
- [9]. Hood, Christopher. 1991. *A Public Administration for All Season*. *Public Administration* 69 (1): 3-19;
- [10]. Denhardt Janet V. and Robert B. Denhardt. 2003. *The New Public Service: Serving, not Steering*. M. E Sharpe, Armonk, New York;
- [11]. AAMCoG. 2012, *Handbooks Integrated System Asset of Management a Strategic*, Brisbane, Australia;
- [12]. Mardiasmo, 2004, *Autonomy and Local Government Financial Management, Good Governance Democratization, Local Government Financial Management, Public Policy, Reinventing Government, Accountability Probity, Value for Money, participatory Development*, Local Autonomy Series, Andi, Yogyakarta;
- [13]. Irwansyah, Rosdianasari, and Dewantara. 2006. *Journal: Database Management and Dissemination of Information Spatial Local Government through Development Sulawesi Geographic Information System (GIS)*, Local Government Innovation Council, Jakarta;