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IMPLEMENTATION OF THE VILLAGE ASSET MANAGEMENT SYSTEM (SIPADES) IN TAMBAK KALISOGO VILLAGE

Muhammad Aqil Akhsanur Rizqi ¹⁾, Lailul Mursyidah ²⁾,

^{1,2} Public Administration Study Program, Muhammadiyah University of Sidoarjo, East Java, Indonesia.

Corresponding Author's Email Address: lailulmursyidah@umsida.ac.id

ABSTRACT

This research examines the implementation of the Village Asset Management System (SIPADES) in Tambak Kalisogo Village. The purpose of this study is to determine the village asset management system (SIPADES) is implemented in Tambak Kalisogo Village. The research method used is a qualitative approach with descriptive analysis, using Edward III's policy implementation theory (1980) involving four main indicators, namely communication, resources, disposition, and bureaucratic structure. The results of the study indicate that the implementation of (SIPADES) in Tambak Kalisogo Village has not been fully optimized. Ineffective communication, minimal socialization regarding system updates, and poor monitoring by relevant agencies are the main obstacles. However, competent human resources and adequate facilities support the success of this system. To improve the implementation of the Village Asset Management System (SIPADES), ongoing technical guidance, more intensive monitoring, and improved coordination between village governments and relevant agencies are needed.

Keywords: Policy Implementation, Village Asset Management System, Tambak Kalisogo Village Administration

ABSTRAK

Penelitian ini mengkaji mengenai Implementasi Sistem Pengelolaan Aset Desa (SIPADES) Di Desa Tambak Kalisogo. Tujuan penelitian adalah untuk mengetahui bagaimana pengimplementasian sistem pengelolaan aset desa (SIPADES) Di Desa Tambak Kalisogo. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan analisis deskriptif, dengan menggunakan teori Implementasi kebijakan Edward III (1980) melibatkan empat indikator utama, yakni komunikasi, sumber daya, disposisi, dan struktur birokrasi. Hasil penelitian menunjukkan bahwa Implementasi (SIPADES) di Desa Tambak Kalisogo belum sepenuhnya optimal. Komunikasi yang kurang efektif, minimnya sosialisasi mengenai pembaruan sistem, serta rendahnya pemantauan dari dinas terkait menjadi kendala utama. Meskipun demikian, sumber daya manusia yang kompeten dan fasilitas yang memadai mendukung keberhasilan sistem ini. Untuk meningkatkan Implementasi Sistem Pengelolaan Aset Desa (SIPADES), diperlukan bimbingan teknis berkelanjutan, pemantauan yang lebih intensif, serta peningkatan koordinasi antara pemerintah desa dan instansi terkait.

Kata Kunci : Implementasi Kebijakan, Sistem Pengelolaan Aset Desa, Pemerintahan Desa Tambak Kalisogo

INTRODUCTION

Referring to Law Number 6 of 2014 concerning villages. A village is defined as a part of a legal community. It has the authority to regulate its own operations based on its inherent rights its origins and traditional rights that are recognized and respected by the state directly. Villages play an integral role in the structure of the unitary state of the Republic of Indonesia (Assajid et al., 2024). As a lower-level government unit, villages have direct proximity to the community. Therefore, it is highly expected that village governments will be at the forefront in achieving national goals (Lukmana & Firdaus, 2024). village are required to carry out empowerment, development, and management, one of these is the administration of village resources (Harpinsyah & Maryanti, 2023).

Village assets are defined as goods owned by the village through a purchase process or originating from the village revenue and expenditure budget (APBDes). Village assets include village treasury land, customary land, village markets, village buildings, and various other assets owned by the village (Pamungkas et al., 2022). Ministry of Home Affairs Regulation No. 1 of 2016 concerning Village Asset Management, explains that in the management of village assets, there are a number of stages, starting from planning, procurement, use, disposal, transfer, administration, reporting, assessment, guidance, supervision, and control. Regulation of the Minister of Home Affairs Number 1 of 2016 concerning the Management of Village Assets. Menurut Rohman, (2020) The village head has authority over the management of village assets. To exercise this authority, the village head delegates his authority to village officials in managing village assets. If village assets are managed properly and correctly, this will bring many benefits to the village community, especially in terms of economic improvement. Therefore, it is the duty of the village administration to manage village assets by applying the principles of functionality, transparency, efficiency, accountability, and certainty of value (Sarkosi, 2020).

In order to facilitate village asset management, it is necessary to utilize technology so that village asset management can be carried out more easily. Over time, developments in information and communication technology have encouraged the implementation of the concept of E-Government in various countries, including Indonesia (Nabila Septia Warman et al., 2022). E-Government is an electronic-based government system (SPBE) that focuses primarily on improving government efficiency and transparency. The concept of E-Government has been clearly explained in Presidential Regulation No. 95 of 2018, which requires government agencies at the central and regional levels to implement E-Government in their respective government environments. With the aim of improving the quality of governance (Aradau et al., 2022). The

government has issued an E-Government based village asset management policy called the ² **village asset management system (SIPADES)**.

SIPADES is a national **system in the form of an** official website-based **application** owned by Indonesia, Published by the Directorate of Village Management, Ministry of Home Affairs. The SIPADES system must be implemented in all villages in Indonesia in accordance with established regulations to ensure accountability and efficiency in village asset management. The SIPADES system began to be used in 2018. The purpose of SIPADES is to organize village assets to reduce the risk of loss, assist village heads in the process of compiling fixed assets owned by the village, and support officials in effectively managing village assets (Safitri, 2024).

Before the SIPADES system was implemented, the village government recorded village assets conventionally through village inventory books. This method was time-consuming in terms of village asset management and caused data uncertainty (Daniel et al., 2023), With the SIPADES system, village administrations feel that it has ²⁸ **helped them in managing village assets**. SIPADES has evolved from several versions, starting with **version 1.0, version 2.0, and now version 3.0**. SIPADES **version 3.0** was officially launched on June 20, 2023. The reform of SIPADES demonstrates the government's commitment to improving the quality of village asset management (Prayitno, 2021). The following is a screenshot of SIPADES version 3.0:

Figure 1. Display of the Village Asset Management System (SIPADES) Version 3.0



Source: Tambak Kalisogo Village Administration

Based on Figure 1, it can be seen that this is the page display of SIPADES version 3.0. The Sidoarjo Regency Government is one of the local governments that has been implementing SIPADES since 2022. Sidoarjo Regency's support for the implementation of SIPADES is evidenced by the existence of Sidoarjo Regent Regulation No. 5 of 2023 concerning support for the smooth management of village assets through ⁷ **the village asset management system (SIPADES)**. With ² **the issuance of this regulation, all villages in Sidoarjo Regency are required to implement the village asset management system (SIPADES)**.

Tambak Kalisogo Village is located in Jabon Subdistrict, Sidoarjo Regency, and the majority of its residents work as farmers, fish farmers, seaweed farmers, and factory workers. This village consists of three hamlets, namely Tambak Kalisogo Hamlet, Bangunrejo Hamlet, and Bangunsari Hamlet. The SIPADES system was introduced in Tambak Kalisogo Village in 2022. Like other villages, Tambak Kalisogo Village has a number of village assets that play an important role in village management and development. The assets of Tambak Kalisogo Village are listed in the Village Regulation on Village Assets. The following is the asset report data for Tambak Kalisogo Village in 2023:

Table 1. Inventory Data for Tambak Kalisogo Village 2023

No	Item	Description			Number
		Good	Not Good	Severe Damage	
1	Furniture	243	2	0	245
2	Electronics	19	13	2	64
3	Land	8	0	0	8
4	Buildings	8	4	0	12
Total		278	19	2	329

Source: Tambak Kalisogo Village Administration

Looking at the data in Table 1, it shows the number of village assets owned by Tambak Kalisogo Village in 2023. There are 329 units in good condition, of which 245 are furniture such as tables, chairs, cabinets, and others. Where 243 units are in good condition, 3 units were innot good, and none were severe damaged. In addition, there are 64 electronic units, with 19 in good condition, 13 in not good, and 2 severe damaged. In addition, there are 8 plots of land, all in good condition, and 12 buildings, with 8 buildings in good condition and 4 buildings not good.

Based on the results of observations conducted by researchers, it is known that village assets in Tambak Kalisogo Village have not been integrated into the village asset management system (SIPADES). This shows that the implementation of SIPADES has not been carried out at all due to several problems. First, a lack of information regarding changes to the SIPADES version and username access caused operators to experience difficulties in managing and recording village assets efficiently. Second, human resources as implementers of the village asset management

system (SIPADES) have not been able to fully adapt, even though they have received training and technical guidance. However, the explanations provided have not been clear enough, so the implementation of the SIPADES system in Tambak Kalisogo Village has been hampered. Third, there is a lack of emphasis and monitoring by local agencies on the use of SIPADES. Without this emphasis and monitoring, villages have the leeway not to use SIPADES, which ultimately hinders the system's goal of improving transparency and efficiency in village asset management.

After conducting a literature search, previous studies discussing the implementation of the Village Asset Management System (SIPADES) were found. First from researchers (Aprilia Hartiningtyas, 2024) in Dukusari Village, Jabon Subdistrict, Sidoarjo Regency, which identified problems related to the lack of understanding among village officials in operating SIPADES. Village officials were only able to input data up to the procurement stage, but were unable to proceed to the next stage. In addition, facilities and infrastructure are limited, such as incomplete inventory books and slow Wi-Fi connections. This study also identified a lack of ongoing socialization from the relevant agencies. Second, (Nurdianti et al., 2022) conducted research in the Pendem Village Administration and found obstacles related to the low knowledge capacity of village officials, which was influenced by anxiety and self-motivation in operating SIPADES. In addition, the lack of communication between local agencies and village officials regarding ongoing guidance on the use of SIPADES has also been an obstacle. Third, (Nugroho, 2020) researched the implementation of SIPADES in Wukisari Village, Sleman Regency, and found problems related to large budget allocations, which caused challenges in governance capacity. The limited ability of village officials to manage village assets, especially in terms of asset codification, further worsened the condition of village assets, which ultimately required a long data collection period.

Based on previous studies, the novelty of this research lies in its deeper focus on the implementation of the Village Asset Management System (SIPADES) in Tambak Kalisogo Village, a village located in a remote coastal area. This study highlights specific challenges faced by Tambak Kalisogo Village, such as limited human resources to manage SIPADES, a lack of understanding among village officials despite training, and minimal monitoring and ongoing technical guidance from relevant agencies. In addition, this study also reveals how isolated geographical factors impact the implementation of SIPADES, which differs from villages that are more accessible in urban areas. To test the implementation of the village asset management system (SIPADES) in Tambak Kalisogo Village. The researcher used Edward III policy implementation theory (1980). Edward III (1980) formulated that there are four main variables for success and failure in policy implementation, including communication, resources, disposition, and

bureaucratic structure (Anggara, 2018). In relation to the issues described above, the objective of this study is to determine how the village asset management system (SIPADES) is implemented in Tambak Kalisogo Village.

LITERATURE REVIEW

Policy Implementation

Policy implementation is a crucial step in the public policy formulation process. More than just execution, policy implementation aims to achieve the results agreed upon in a policy decision (Syamsuddin, 2023). According to Dunn (1990) dalam (Agustino, 2022) at the implementation stage, policies are carried out by resource management units, both financial and human. As policy executors, they are responsible for ensuring that the policies that have been formulated can be implemented effectively. In this case, actors at the technical level, such as village administrations, play a crucial role because they act as policy implementers. Therefore, the success of policy implementation depends not only on how the policy is formulated, but also on the extent to which its management and implementation can be carried out effectively in the fieldn (Tina Adelia Lestari, 2025).

Edward III (1980) developed the Policy Implementation theory with the concept of direct and indirect impacts on policy implementation. In his theory, Edward III (1980) states that policy implementation is greatly influenced by four main factors, namely communication, resources, disposition, and bureaucratic structure, which determine the success or failure of the implementation process. (Wahab, 2021) These four factors are interrelated and can be used as a measure to assess the extent to which policies can be implemented in real conditions. The four factors are:

1. Communication

Communication plays a crucial role in the smooth implementation of policies. The function of communication is to clearly convey the intent and objectives of policies to all parties involved in their implementation. However, challenges often arise from parties who do not support the policy, which need to be addressed with a good communication strategy. There are three important aspects of effective communication: information transmission, clarity of messages, and consistency in delivery. Without good communication, a policy can be hampered and not run smoothly.

2. Resources

Even if policies are well communicated, a lack of resources for implementation will hinder their effectiveness. These resources include the manpower, funds, and facilities needed to

implement the policies. Without sufficient resources, the policies set out in the document may become meaningless or unable to be fully realized.

3. Disposition

Disposition refers to the attitude and commitment of individuals or policy implementers in carrying out their duties. Implementers who have strong commitment and determination to carry out policies are essential to ensure successful implementation. If the disposition is positive, policies can be implemented enthusiastically in accordance with the objectives to be achieved.

4. Bureaucratic Structure

Bureaucratic structure is a system that regulates and manages policy implementation. For policies to be implemented effectively, there must be clear rules, such as Standard Operating Procedures (SOP), as well as a well organized division of tasks and responsibilities among all parties involved. Without a well organized bureaucratic structure, policy implementation can become chaotic and inefficient.

RESEARCH METHOD

This study applies a qualitative method with a descriptive analysis approach. This qualitative research with a descriptive approach aims to obtain a detailed and in-depth understanding and explanation of the implementation of the village asset management system (SIPADES) in Tambak Kalisogo Village. The location of this study is in Tambak Kalisogo Village, Jabon District, Sidoarjo Regency. This study focuses on the implementation of the village asset management system (SIPADES) in Tambak Kalisogo Village using Edward III's Implementation Theory (1980), which consists of four indicators : Communication, Resources, Disposition, and Bureaucratic Structure. This research technique uses purposive sampling, which is a method of selecting research informants based on criteria predetermined by the researcher (Sugiyono, 2019). This study utilized purposive sampling to select informants, including Riris Dwi Rachmawati as General Affairs Officer and SIPADES operator as the key informant, Sugeng as the head of Tambak Kalisogo village as an informant, and Linda Machmudah, Finance Officer, as an informant who could provide information related to the SIPADES system.

The researchers used two types of data sources, namely primary data and secondary data. Primary data is collected directly by gathering information from informants related to the research topic, using in-depth observation and interview methods. Meanwhile, secondary data comes from indirect sources, so analysis is conducted through books, scientific articles, newspapers, and other sources relevant to the research topic. The methods used to collect research data include documentation studies, interviews, and observation. Next, the interactive data analysis model from

Milis and Huberman, which includes the steps necessary for data collection, including data reduction, data presentation, and conclusion drawing, was analyzed using technical (Barlian, 2018).

RESULTS AND DISCUSSION

The Village Asset Management System (SIPADES) is a website-based application system initiated by the Directorate General of Village Administration within the Ministry of Home Affairs with the aim of simplifying village asset management and reducing the workload of village heads in reporting village assets. One of the villages in Sidoarjo Regency that has implemented the SIPADES system is Tambak Kalisogo Village. The researchers referred to Edward III policy implementation theory (1980) with four variable indicators, namely communication, resources, disposition, and bureaucratic structure. The researchers referred to Edward III policy implementation theory (1980) with four variable indicators, namely communication, resources, disposition, and bureaucratic structure.

1. Communication

According to Edward III theory (1980), Communication is one of the key factors in the successful implementation of public policy. In order for public policy to be implemented effectively, good communication is needed between policy makers and policy implementers. Effective communication includes three main indicators: transmission of information, clarity, and consistency in conveying information. If communication does not work well, policy implementation will encounter obstacles, such as inaccuracy in policy implementation and confusion among implementers (Hasyem et al., 2023).

Based on the results of interviews with Tambak Kalisogo Village officials, Mr Sugeng, the village head, said that:

“I am already familiar with the applications available in the village, especially the SIPADES application. I believe my colleagues in the village administration here are also familiar with it.” (Mr. Sugeng, Tambak Kalisogo Village, 17/01/2025)

The above question was confirmed by an interview with Mrs. Riris, the general affairs officer and SIPADES operator in Tambak Kalisogo Village, who stated that:

“Of course, as a SIPADES operator, I understand the purpose and functions of SIPADES..”
(Mrs Riris, Tambak Kalisogo Village, 17/01/2025).

Based on this statement, policy implementers are already aware of the purpose and function of SIPADES. Communication must be clear and structured so that implementers in the field and information recipients can understand it well without confusion.

However, there were issues related to the lack of information received regarding the update of the SIPADES application from version 2.0 to version 3.0 and the change of username. This lack of information is closely related to the lack of structured and consistent socialization. The Community and Village Empowerment Office of Sidoarjo Regency, together with the Jabon Subdistrict Government, has made efforts to introduce the use of SIPADES through socialization activities. The following are photos of the SIPADES socialization activity attended by the General Affairs Officer, who also serves as the SIPADES operator for Tambak Kalisogo Village.

Figure 2. SIPADES Socialization Activity in Jabon Subdistrict, Sidoarjo Regency



source: Tambak Kalisogo Village Administration

Based on Figure 2, it is known that Tambak Kalisogo Village has participated in the socialization activity, which was attended directly by the general affairs officer and SPADES operator, Mrs. Riris. As stated by Mrs. Riris, the general affairs officer and SIPADES operator of Tambak Kalisogo Village, she said that:

“The last socialization activity I attended was in 2021 regarding SIPADES version 2.0, and until now there has been no further socialization regarding SIPADES version 3.0 and SIPADES usernames.” (Mrs Riris, Tambak Kalisogo Village, 17/01/2025)

Based on the statement that there is no effective information dissemination mechanism due to a lack of consistent socialization regarding the update of SIPADES version 3.0 and the change of username, this has hampered the operation of SIPADES in Tambak Kalisogo Village. According to Edward III (1980), clear, consistent, and structured communication is essential to ensure that policies can be implemented effectively in the field.

Based on the interview results above, it can be concluded that communication indicators are not yet effective. Although the policy implementers have already gained clarity on the usefulness of SIPADES. However, limited transmission of information regarding the update to

SIPADES version 3.0 and usernames is a major obstacle, as is the lack of consistent dissemination of information regarding the update to SIPADES version 3.0 and the change of usernames.

The above problems also occurred in previous studies conducted by Nugraha, (2022) with the title "Implementation of the Village Asset Management System Policy in Realizing Good Governance in Pekalongan Regency". Studies show that Proto Village and Jrebeng Kembang Village lack awareness regarding the use of SIPADES. Therefore, communication needs to be emphasized so that this issue can be resolved immediately and communication can proceed smoothly.

2. Resources

The village asset management system (SIPADES) in Tambak Kalisogo Village requires adequate resources to support its implementation. Adequate resources, ranging from human resources to facilities and infrastructure, to support the smooth implementation of policies (Velayati et al., 2023). Edward III (1980) in Wahab, (2021) emphasizes that the availability of adequate resources, such as human, infrastructure, and financial resources, is a key factor in the successful implementation of policies.

The success of policy implementation greatly depends on the quality and quantity of human resources involved. Lack of or mismatch in human resource competencies can be a major obstacle in policy implementation. When viewed from conditions in the field, such as in Tambak Kalisogo Village, human resources are not an obstacle. This information is supported by the following table:

Table 2. Data on the Number of Employees in Tambak Kalisogo Village

Position	Education	Gender	Number
Village Head	SMA	L	1
Village Secretary	SMA	L	1
Head of Finance	SI	P	1
Head of Planning	SI	L	1
Head of Administration and General Affairs	SI	P	1
Head of Government Affairs	SI	L	1
Head of Services	SI	P	1

Head of Welfare	S1	L	1
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Total			8
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Source: Tambak Kalisogo Village Administration

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Based on Table 2, it is known that the number of devices in Tambak Kalisogo Village is 8.

To operate the SIPADES application, adequate resources are required. As stated in an interview with Mr. Sugeng, the village head of Tambak Kalisogo Village:

“SIPADES is operated by the village administration's general affairs department. The general affairs department in my village already has expertise in technology. I think they are competent to operate SIPADES, supported by their educational background, namely bachelor's degrees.” (Mr. Sugeng, Tambak Kalisogo Village, 17/01/2025)

Based on the above statement, it is known that Tambak Kalisogo Village has a competent SIPADES operator. This is proven by his ability to master information technology and his bachelor's degree. In addition to competent human resources, he is also supported by adequate infrastructure facilities. Adequate infrastructure not only helps achieve organizational goals, but also plays an important role in supporting the coordination and management of daily activities. Good infrastructure will provide a solid foundation for organizations to run their operations efficiently (Hutagalung & Indrajat, 2022). Based on interviews conducted in Tambak Kalisogo Village, Mr. Sugeng, the village head, revealed that:

“I have provided facilities to support all village affairs, including the SIPADES application, such as computers, laptops, and internet access. We have been prepared as best as possible from the beginning.” (Mr. Sugeng, Tambak Kalisogo Village, 17/01/2025)

The above statement was confirmed by an interview in Tambak Kalisogo Village with Mrs. Riris, the general affairs officer and SIPADES operator:

“Yes, I think the facilities and infrastructure in this village are sufficient for the use of the application, such as laptops and internet connections, which are in good condition.” (Mrs Riris, Tambak Kalisogo Village, 17/01/2025).

Based on the statement that Tambak Kalisogo Village already has the infrastructure to support the implementation of SIPADES, the following is data on the infrastructure in Tambak Kalisogo Village:

Table 3. Data on the number of facilities and infrastructure in Tambak Kalisogo Village

No	Type of Facility	Number	Condition
1	Computers	6	Good
2	Laptops	6	Good
3	Printers	5	Good
4	LCD	1	Good

Source: Tambak Kalisogo Village Administration

⁴ Based on Table 3, it is known that the facilities and infrastructure provided by Tambak Kalisogo Village are complete, such as computers, laptops, printers, and LCDs, all in good condition and considered adequate to support the implementation of SIPADES. Other resources include the budget, where Tambak Kalisogo Village does not have a specific allocation of funds for SIPADES. As stated in the interview with the Village of Tambak Kalisogo, Mrs. Linda, the Finance Officer, said that:

“There is no specific funding for SIPADES; the funds available are only for infrastructure, such as purchasing laptops, computers, or paying for internet access.” (Mrs. Linda, Tambak Kalisogo Village, 17/01/2025)

Berdasarkan hasil wawancara diatas disimpulkan indikator sumber daya di Desa Tambak Kalisogo dapat dikategorikan baik. Mulai dari sumber daya manusia yakni operator SIPADES yang mumpuni mulai dalam bidang teknologi informasi dan memiliki latar pendidikan yakni sarjana, sarana dan prasarana yang tersedia di desa dapat terpenuhi dengan baik, dimana sarana dan prasarana yang menunjang pada pengoperasian aplikasi SIPADES tersebut telah disediakan oleh Pemerintah Desa Tambak Kalisogo. ²⁰ Based on the results of the interviews above, it can be concluded that the resource indicators in Tambak Kalisogo Village can be categorized as good. Starting with human resources, the SIPADES operators are competent in information technology and have educational backgrounds, including bachelor's degrees. The facilities and infrastructure available in the village are well-equipped, with the facilities and infrastructure supporting the operation of the SIPADES application provided by the Tambak Kalisogo Village Government. Although there is no specific funding for SIPADES, this does not hinder the operation

of the SIPADES application in Tambak Kalisogo Village. Edward III (1980) revealed that the success or failure in implementing policies is often influenced by limitations in human resources and other resources (Anam & Rodiyah, 2024).

The results of the above study differ from those of Safitri, (2024) with the title “Implementation of the Village Asset Management System (SIPADES) in Bengkalis District” shows that the implementation of SIPADES in Bengkalis sub-district faces significant network constraints, causing a decline in efficiency in village asset management. These problems disrupt the smooth operation and effectiveness of SIPADES in relation to village asset management.

3. Disposition

Referring to Edward III (1980), disposition in policy implementation is defined as a form of commitment or strong will on the part of implementers to truly realize the objectives of a policy. The most important personality traits that implementers should have are honesty, commitment, and integrity (Pudentiana., 2022). Disposition is divided into two main elements, namely understanding (cognition) and attitude of implementation. Tanbak Kalisogo Village is categorized as adequate in terms of understanding, although it has not been able to fully adapt to SIPADES. The information can be seen in the following table:

Table 4. Implementers of the Village Asset Management System (SIPADES)

Name	Position	Training / Competency
Riris Dwi	Head of Training	Training General and
Rachmawati	General and operation application operator SIPADES application	operation application operator SIPADES

Source: Tambak Kalisogo Village Administration

Based on Table 4, it is known that SIPADES operators have participated in training and technical guidance on the operation of SIPADES. However, despite having participated in the training, there are still many stages in the application that are not fully understood. This indicates that the process of adapting to the SIPADES application has not been entirely successful. The above statement is reinforced by the results of interviews in Tambak Kalisogo Village by Mrs. Riris, the general affairs officer and SIPADES operator:

“I feel that there are many stages in the SIPADES application that I do not understand at all. Although I have received training and technical guidance, it was limited to ceremonial activities without any follow-up.” (Mrs Riris, Tambak Kalisogo Village, 17/01/2025)

Based on the above statement, it is known that village officials in Tambak Kalisogo Village do not fully understand SIPADES. This is due to a lack of adaptation to the SIPADES application, despite receiving training and technical guidance. In addition, there is a lack of follow-up guidance and in-depth material from the Sidoarjo District Human and Village Empowerment Office and the Jabon Subdistrict Government for SIPADES operators. become the main factor hindering a deeper understanding of the stages in the SIPADES application. ⁵ In policy implementation, the attitude of the implementers is very influential, especially in terms of responsibility (Harry Laksamana, Herman Fitra, Nurhafni, 2020). In Tambak Kalisogo Village, SIPADES operators face obstacles due to a lack of emphasis and monitoring from the Community and Village Empowerment Office and the Jabon sub-district administration. This allows operators to not operate SIPADES optimally, as there is no direct supervision from the authorities.

Based on interviews conducted in Tambak Kalisogo Village, Mr. Sugeng, the village head, revealed that:

“During SIPADES in our village, we felt that there was no monitoring of SIPADES usage at all, either from the agency or the sub-district office.” (Mr. Sugeng, Tambak Kalisogo Village, 17/01/2025)

This question was confirmed by the results of an interview with Mrs. Riris, General Manager and SIPADES operator:

“Yes, sir, it is true that there is no monitoring from the relevant government agencies or sub-district offices regarding the use of SIPADES. So, we feel that it is okay if SIPADES is not used.” (Mrs Riris, Tambak Kalisogo Village, 17/01/2025)

Based on this statement, the lack of emphasis and monitoring by the Department and Subdistrict offices on the use of SIPADES has allowed operators to not use the system to its full potential. Without adequate supervision, the use of SIPADES is hampered, which ultimately reduces the effectiveness of the main objective of this system, namely to improve transparency and efficiency in village asset management.

⁸ Based on the interview results, it can be concluded that the disposition indicators have not yet shown optimal results. This is due to a lack of in-depth understanding of attitudes and adaptation to the use of SIPADES. These difficulties are compounded by the lack of further technical guidance

provided by the agency. In addition, the lack of responsibility shown by the implementers is also a major factor in the suboptimal implementation, given that there is no direct monitoring by the Sidoarjo District Community and Village Empowerment Agency and the Jabon Subdistrict Government.

The above issues were also experienced by researchers Nurdianti (2022) with the title "Analysis of the Implementation of the Village Asset Management System (SIPADES) Policy in the Pendem Village Administration". This shows that there is a lack of communication between local government agencies and village officials regarding ongoing guidance on the use of SIPADES.

4. Bureaucratic Structure

Bureaucratic structure is defined as an organization that has a large number of human resources, with clearly defined tasks and responsibilities (Silvia Islami, 2025). Referring to Edward III (1980), bureaucratic structures are divided into two important components, namely standard operating procedures (SOPs) and fragmentation.

Tambak Kalisogo Village In the context of SIPADES operation, there are guidelines for implementing SIPADES, namely Standard Operating Procedures (SOP). SIPADES operators in Tambak Kalisogo Village are familiar with the SIPADES SOP. Based on interviews with Tambak Kalisogo Village officials, namely Mrs. Riris, the general affairs officer and SIPADES operator, it was revealed that:

"Regarding the SIPADES SOP, it exists, and as far as I know, the information that must be entered into SIPADES is the purchase price of the goods, the year of purchase, and a brief specification. That is more or less the SOP for SIPADES." (Mrs Riris, Tambak Kalisogo Village, 17/01/2025)

Based on this statement, we now understand how the SOP for using SIPADES works, even though it cannot be implemented optimally. In addition to SOP, fragmentation is also important in the implementation of SIPADES. Fragmentation refers to the division of policy responsibilities among different entities, which requires clear cooperation to complete the work efficiently.

Based on interviews with Tambak Kalisogo Village officials, namely Mrs. Riris, the general affairs officer and SIPADES operator, it was revealed that:

"I feel that the existing system in SIPADES is not yet well integrated. For example, assets that are related to financial issues are not yet integrated with the SISKEUDES application or other applications." (Mrs Riris, Tambak Kalisogo Village, 17/01/2025)

Based on this statement, the fragmentation of SIPADES indicates a lack of integration between the existing SIPADES system and other applications. This shows a division of responsibilities between applications, which requires further coordination to ensure better system integration.

Based on the interview results, it can be concluded that the bureaucratic structure indicators in the implementation of SIPADES in Tambak Kalisogo Village are not yet fully effective. This is due to two main factors: first, SIPADES operators who already understand the SOPs but have not implemented them optimally; second, the lack of integration and coordination between the SIPADES application and other systems, which hinders the smooth collaboration among entities involved in village asset management. According to Edward III's theory (1890), to improve the performance of bureaucratic structures, it is necessary to implement clear procedures (SOPs) and strengthen coordination between fragmented entities. The implementation of SIPADES in Tambak Kalisogo Village requires improvements in both aspects to achieve optimal goals, such as transparency and efficiency in village asset management.

This issue also occurred in research conducted by Aprilia Hartiningtyas, (2024) entitled "Implementation of E-Government Through the Village Asset Management System Application (Sipades) in Dukuhsari Village, Jabon District, Sidoarjo Regency" The study found that the implementation of SIPADES SOP has not been optimally implemented due to the many stages required and operators are still in the asset codification stage.

CONCLUSION

Based on findings and analysis conducted in the field, researchers can conclude several things related to the implementation of the Village Asset Management System (SIPADES) in Tambak Kalisogo Village, which is not yet fully optimal. This is clarified by Toeri Edward III (1980) with four indicators, namely: communication, resources, disposition, and bureaucratic structure. Of the four indicators analyzed, communication and disposition remain the main obstacles in the implementation of this system. Lack of socialization regarding updates to the SIPADES system and minimal monitoring from relevant agencies have resulted in village officials being unable to operate the system optimally. However, resource indicators and bureaucratic structures are quite supportive, as evidenced by the presence of SIPADES operators with adequate educational backgrounds and the availability of adequate technological facilities. To improve the implementation of SIPADES in Tambak Kalisogo Village, there is a need for ongoing technical guidance, more intensive monitoring by relevant agencies, and improved coordination between the village government and agencies responsible for village asset management.

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