IMPLEMENTATION OF THE POLICY FOR THE ELIMINATION OF MOVABLE STATE PROPERTY AT NUSA CENDANA UNIVERSITY

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Abstract:

No matter how great a policy plan or program is, the program or policy will be in vain if it is not realized properly and correctly. Policy implementation requires policy implementers who are honest, have appropriate competence, are highly committed to producing their goals, and indeed pay attention to applicable government regulations. The method used in this research is a descriptive and qualitative approach with a total number of 33 people who were determined purposively. The primary and secondary data collected were analyzed using data analysis techniques from Creswell (2016). In this research, the author uses the policy implementation model from Van Meter and Van Horn (1975), which states that six variables influence the implementation of the policy of eliminating movable state property at Nusa Cendana University, namely: (1) policy standards in the form of regulations regarding the elimination of movable state property at Nusa Cendana University are unable to influence policy targets; (2). the existence of sufficient resources; (3) communication between organizations and strengthening activities is still not effective; (4) the characteristics of implementing agents have a level of communication that is not yet open; (5) supportive socio-economic and political conditions; (6) the implementor's disposition where a situation is considered very complex or controversial so that the implementor finds it very difficult to take a firm stance on the BMN elimination policy.

Keywords: Implementation, Policy, Elimination, BMN

INTRODUCTION

Awareness of the importance of managing state assets is increasing daily, along with improvements in asset management regulations at the central and regional levels, demands for financial reporting, and demands for regional autonomy. State assets are helpful not only as facilities and infrastructure so that government affairs can be realized but also as assets that can be maximized to drive the economy. Through good asset management, the government is expected to be able to manage these assets so that sustainable development can be realized. The management of state assets is detailed in the hierarchy of Indonesian laws and regulations.

One form of State Assets is State Property (BMN). According to economic understanding, goods are objects or services that have value. The characteristics of goods are that they are tangible and have a value that can be felt when used, and when used, the value and benefits of the object itself can be reduced or even used up (Department of National Education, 2015).

State assets controlled are State/Regional Property, all goods from the state/regional income and expenditure budget or other legitimate acquisitions (PP Number, 27 of 2014). State Property is divided into inventory, land, machinery and equipment, buildings and structures, roads, networks and irrigation, other fixed assets, construction in progress, and intangible assets (PMK Number 29/PMK.06/2010 concerning BMN Codification). Following Law Number 1 of 2014, State Property

is all goods purchased based on the APBN. It is also stated that in Article 44, the property user or the Proxy of the Property User is obliged to manage and administer the BMN/D.

The category of state property includes immovable goods, which include land, buildings, structures, roads, irrigation and networks, as well as movable goods in the form of equipment and machines, animals, fish, plants, supplies, construction in progress, and intangible assets. And Other Groups. Each of these groups is further detailed in classifications of fields, groups, sub-groups, and sub-sub-groups. Thus, the most detailed classification is at the sub-sub group level, while the definition of movable goods according to Article 509 of the Civil Code is objects that can be moved or can be moved. About state assets, these movable goods can be vehicles, computers, tables, chairs and other items that can be moved.

Good asset management is essential in an agency so that it can be managed optimally to generate state income, which will be helpful for the welfare of society in the future (Maulamin et al., 2018). Therefore, State Institutions, in carrying out organizational duties and functions, require adequate, well-managed and efficient facilities and infrastructure to support services to the community. It is stated in Law Number 17 of 2003 concerning State Finance that the Minister of Finance, as assistant to the President in the field of State Finance, acts as Chief Financial Officer (CFO) of the Government of the Republic of Indonesia who has the authority and responsibility for the management of state assets and liabilities nationally (Demak et al., 2018), especially in the process of eliminating BMN.

BMN write-off is a systematic process for developing, operating, maintaining, upgrading and disposing of assets in the most cost, risk and performance-efficient manner. All organizations remove or destroy goods/assets from the inventory list because they are no longer helpful or do not function properly for official purposes. Writing off State Property (BMN) requires complete records and accurate calculations.

The legal basis for managing BMN is Government Regulation of the Republic of Indonesia Number 28 of 2020 concerning Amendments to Government Regulation Number 27 of 2014 concerning Management of State/Regional Property. This regulation regulates the management of BMN, which includes planning needs, procurement, use, utilization, security and maintenance, assessment, transfer, destruction, deletion, administration, guidance, supervision and control. For every BMN that is no longer suitable for use or has expired, it is necessary to write off the BMN to optimize the management of the BMN and efficiency in the costs of maintaining the BMN.

Regulation of the Minister of Finance of the Republic of Indonesia No. 83/PMK.06/2016, BMN is all goods purchased or obtained at the expense of the State Revenue and Expenditure Budget (APBN) or derived from other legitimate acquisitions. BMN user agencies are administratively and physically responsible for managing these assets as a form of BMN management. (Regulation of the Minister of Finance Number 83/PMK.06/2016 concerning Procedures for Implementing the Destruction and Elimination of BMN, 2016) The aim is to create effective and accountable BMN report preparation.

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In its implementation, there are several procedures carried out by Nusa Cendana University as the manager in carrying out the removal of State Property, including:

1. The preparatory stage for deletion
2. Deletion implementation stage
3. Reporting stage of the results of the deletion implementation

The following is a list and number of State Properties at Nusa Cendana University as of 31 December 2023:

Table 1. Register for Mobile BMN at Nusa Cendana University

No.	Item code	Item Name	Num	Condition	BRAND	TYPE	Date of Acquisition	Acquisition value	Depreciation value	NO BPKB	Police number	USER
55	302010300	Pick Up	2	Good	TOYOTA	HLUX (PICKUP)	11/26/2009	187,000,000	187,000,000	2982454	DH8042 WA	-
56	302010300	Pick Up	3	Good	SUZUKI PICK UP	GC415V-APV ARENADLX	12/27/2011	104,763,254	104,763,254	H-09587292	DH8134 AW	-
57	302010300	Pick Up	4	Good	TOYOTA	HILUX (PICK UP)	12/19/2013	179,430,000	179,430,000	K-03034864	DH8251 AW	-
58	302010300	Pick Up	5	Good	Suzuki APV	Pick Up GC 415T (4X2) MIT	10/20/2017	134,600,000	124,985,715	N-09914393	DH551 WA	-
59	302010300	Pick Up	6	Good	Suzuki	New Carry FD (Pick-UP)	12/15/2020	155,000,000	77,500,001	0-07692254	DH8264 WA	-
60	302010400	Motorcycle	1	Good	YAMAHA	MO M3 125	9/7/2015	16,300,000	16,300,000	M-04079188	DH2132 WK	-
61	302010400	Motorcycle	2	Good	YAMAHA	MOM31 125	9/7/2015	16,300,000	16,300,000	M-04079187	DH2131 WK	-
62	302010400	Motorcycle	3	Good	HONDA	REVO SPOKE	12/30/2015	17,523,000	17,523,000	M-10480717	DH2272 WK	-
63	302010400	Motorcycle	4	Good	HONDA	VARIO 125	12/30/2015	22,363,000	22,363,000	M-10480718	DH2273 WK	-
64	302010400	Motorcycle	5	Good	HONDA	VARIO 125	12/30/2015	22,363,000	22,363,000	M-10480719	DH2274 WK	-
65	302010400	Motorcycle	6	Good	HONDA	VARIO 125	12/30/2015	22,363,000	22,363,000	M-10480720	DH2275 W	-
66	302010400	Motorcycle	7	Heavy Damaged	HONDA	HONDA WIN 100	12/31/1995	4,217,000	4,217,000	2693000-0	DH989 BA	-
67	302010400	Motorcycle	8	Heavy Damaged	SUZUKI	SHOGUN FD125XSD	8/24/2006	13,650,000	13,650,000	8867071-0	DH2174 W	-
68	302010400	Motorcycle	9	Heavy Damaged	SUZUKI	SHOGUN FO 125XSD	8/24/2006	13,650,000	13,650,000	8867074-0	DH2175 WK	-
69	302010400	Motorcycle	10	Heavy Damaged	SUZUKI	FD125XS0	8/24/2006	13,650,000	13,650,000	8867068-0	DH2173 WK	-
70	302010400	Motorcycle	11	Heavy Damaged	SUZUKI	THUNDER EN 125	8/24/2006	14,000,000	14,000,000	8025843-0	-	-
71	302010400	Motorcycle	12	Heavy Damaged	SUZUKI	THUNDER 125	8/24/2006	14,000,000	14,000,000	8867047-0	-	-
72	302010400	Motorcycle	13	Heavy Damaged	HONDA	SUPRANF 125 SD	7/15/2006	14,750,000	14,750,000	9749378-0	-	-
73	302010400	Motorcycle	14	Heavy Damaged	HONDA	WIN 100	12/31/1981	2,128,000	2,128,000	7531516-0	-	-
74	302010400	Motorcycle	15	Heavy Damaged	HONDA	WIN 100	12/31/1987	1,918,000	1,918,000	7531515-0	-	-
75	302010400	Motorcycle	16	Heavy Damaged	HONDA	NF 100 SUPRA	12/31/1998	4,770,000	4,770,000	6749837-0	DH2264AW	-
76	302010400	Motorcycle	17	Heavy Damaged	HONDA	KHARISMAN 125	12/31/2003	7,847,000	7,847,000	7672874-0	DH2019 WB	-
77	302010400	Motorcycle	18	Good	HONDA	KHARISMA NF 125	12/31/2005	8,974,000	8,974,000	7562814-0	DH2715 AW	-
78	302010400	Motorcycle	19	Heavy Damaged	YAMAHA	JUPITERZ	12/31/2004	8,966,000	8,966,000	1414290-0	DH2384 AW	-
79	302010400	Motorcycle	20	Good	YAMAHA	JUPITERZ	12/31/2004	8,966,000	8,966,000	1414281-0	DH2433 AW	-
80	302010400	Motorcycle	21	Good	HONDA	FITX	11/15/2007	12,780,000	12,780,000	7278802-0	DH3582A AW	-

In the table above, it is known that the majority of BMN that experienced severe damage were motorized vehicles because their service life had exceeded their applicable life limit, namely from 1981 to 2006, so that they could no longer be used to support tasks and functions, and repairs to the BMN were not commensurate with However, based on the results of the author's initial observations, it was found that the BMN management units in Undana had not been orderly in managing BMN so that not all BMN that should be included in the goods write-off list could be adequately recorded.

This phenomenon causes the management of BMN in Undana to be ineffective, and this is reinforced by the statement of Yence Foeh as the Equipment Working Group, which stated that units caused the delay in deleting BMN as users not reporting the items to be removed so that the equipment section had difficulty detecting the items that had been removed. It will be deleted, while the way to be free from maintenance responsibility is to remove the item from the inventory list to create good governance in higher education, which can be called good university governance (Ahmad et al., 2017).

Please note that this research only focuses on movable state property managed by Undana, which, in its implementation, has not been able to be abolished, thereby increasing the maintenance costs of these movable goods. Therefore, the author is interested in conducting research titled Implementation of the Policy for Eliminating Movable State Property at Nusa Cendana University. The author uses a theory from Van Meter and Van Horn called A Model of Policy Implementation (1975) to analyze this research.

Public Policy. State policies and policies are often called public policies; state policies or government policies have the same meaning. Friedrich 1969 in Agustino (2016) stated that:

A policy is a series of actions proposed by a person, group, government, or a particular environment that show the obstacles and opportunities to implement the proposed policy to achieve specific goals.

Another definition of policy was put forward by Dwijowijoto (2006), who formulated an understanding of public policy. First, public policy is made by state administrators or public administrators. So, public policy is everything done and not done by the government. Second. Public policy is a policy that regulates collective life or public life, not individual or individual life. Public policy regulates everything in the domain of public administrators. Public policy regulates common personal or group problems that have become problems for the entire community. Third, it is said to be public policy if the benefits obtained by people who are not direct users of the product produced are much more significant than those obtained by direct users.

Policy Implementation. Dwijowijoto (2006) states that policy implementation is a way for a policy to achieve its goals. There are two available steps to implement public policy: direct implementation through programs or formulation of derivative policies. Meanwhile, according to Soenarko (2005), several provisions must be fulfilled and carried out for the policy to succeed. These provisions relate to the implementer's authority, the policy's content, the people's legitimacy, etc.

A good understanding of implementation should not only highlight the administrative institutions or bodies responsible for a program and its implementation for the target group but also need to pay close attention to the various networks of political, economic and social forces that directly or indirectly influence it. Behaviors involved in the program ultimately impact the program (Wahab, 2005), while Keban (2014) states that implementation is related to various activities directed

at the realization of the program. In this case, the administrator arranges to organize, interpret and implement selected policies.

Donald S. Van Meter and Carl E. Van Horn's Policy Implementation Model. This policy implementation process is an abstraction or performance of a policy to achieve high public policy implementation performance. This model assumes that policy implementation proceeds linearly from available political decisions, implementers, and public policy performance. According to Van Meter and Van Horn (1975), six variables influence policy implementation, namely:

1. Policy standards and targets. The standards and targets of the policy for the Elimination of Movable State Property at Nusa Cendana University must be clear and measurable so that they do not give rise to interpretations that can cause conflict between implementing agents. Policy standards and targets are needed to direct policy implementation; this is done so that it follows the planned program. Meanwhile, the target of this policy is users of state-owned goods in Undana.

2. Resources. The policy for eliminating movable state property at Nusa Cendana University needs to be supported by both human and non-human resources. These policy resources are essential for the success of a government policy. Human resources are essential because, as a source of policy drivers and implementers, capital is needed for smooth policy financing and to maintain the policy process. Time is an essential part of policy implementation because time supports policy success. Time resources are a determinant for the government when planning and implementing policies.

3. Communication between organizations and strengthening activities. In various cases, implementing the Policy for the Elimination of Movable State Property at Nusa Cendana University sometimes needs to be supported and coordinated with other agencies to achieve the desired success. It is essential because the appropriate characteristics and suitability of the implementing bodies or agencies will significantly influence the performance of public policy implementation. The components of this model consist of the formal structures of organizations and the informal attributes of their personnel. At the same time, attention also needs to be paid to the ties of implementing agencies to exhibitions and policy delivery.

4. Characteristics of implementing agents. To what extent do interest groups, which in this research are users of state property, implement policies and support policy implementation? It includes the characteristics of the participants, namely support or rejection, and also the nature of public opinion in the environment and whether the political elite supports policy implementation. The characteristics of implementing agents include the bureaucratic structure, norms and relationship patterns that occur in the bureaucracy that implements policies (Van Meter & Van Horn, 1975). The attitude of the implementers in carrying out their duties and responsibilities as implementers of the policy for the Elimination of Movable State Property at Nusa Cendana University. This is done because it can influence the success of the policy. Each policy-implementing agency/agency must feel ownership of their respective duties based on the standards and policy targets that have been previously determined.

5. Social, economic and political conditions. Social, economic and political conditions include environmental and economic resources that can support the successful implementation of the Policy for the Elimination of Movable State Property at Nusa Cendana University. The impact of economic, social and political conditions on public policy has been a significant focus of attention over the past decade. Van Meter and Van Horn stated that the extent to which the external environment supports the success of public policies that have been established, the

external environment is economic, social and political. Economic resource support can support the success of policy implementation, and in the political environment, the support of political elites is essential to support the success of policy implementation (Van Meter & Van Horn, 1975). Changes in economic, social and political conditions can influence the interpretation of problems and thus influence the way programs are implemented. Variations in the political situation influence work implementation. A change of government can result in changes in how policies are implemented without changing the policies themselves.

6. Implementor disposition. The implementor's disposition in implementing the policy for the elimination of movable state property at Nusa Cendana University refers to the opinion of Van Meter and Van Horn (1975), which includes three essential things, namely:
   a. The implementor's response to the policy will influence his willingness to implement the policy.
   b. Cognition, namely understanding of policies.
   c. The intensity of the implementor's disposition is the value preference the implementor holds.
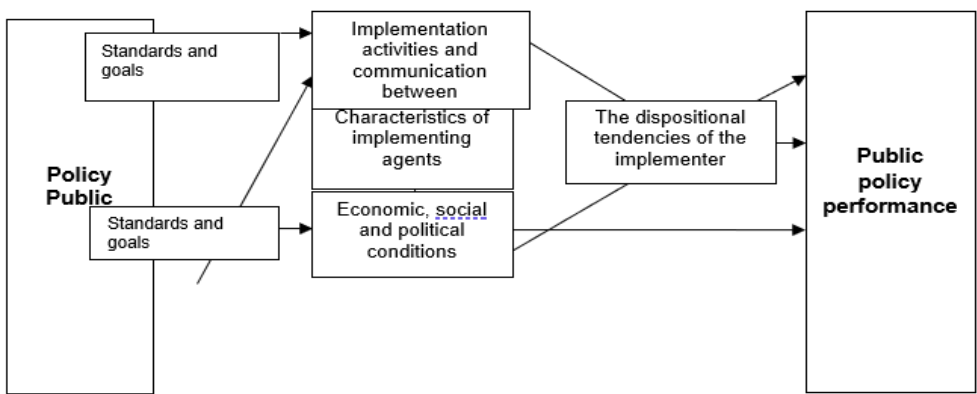
Source: Van Meter and Van Horn (1975)

Figure 1. Image of the Policy Implementation Process Approach Model Van Meter and Van Horn (1975)

State Property. Article 1 of the Republic of Indonesia Government Regulation Number 27 of 2014 concerning the Management of State/Regional Property states that:

(1) State Property is all goods purchased or obtained at the state revenue and expenditure budget (APBN) expense or derived from other legitimate acquisitions, including: a. Goods obtained from grants/donations or similar; b. Goods obtained as implementation of an agreement/contract; c. Goods obtained are following statutory provisions; or d. Goods obtained based on a court decision that has permanent legal force.

According to Article 1 of Law Number 17 of 2003 concerning State Finances, State Property is stated to be an inseparable part of State Finances as stated in:

"State Finance is all the rights and obligations of the state that can be valued in money, as well as everything in the form of money or goods that can be made the property of the state in connection with the implementation of these rights and obligations."

Likewise, in Law Number 1 of 2004 concerning the State Treasury, Article 1 states that State Property is all goods purchased or obtained at the expense of the APBN or derived from other legitimate acquisitions.

METHODS

This research uses a descriptive method with a qualitative approach. The researchers used purposive sampling to determine informants, with 33 informants. The abovementioned informants will be studied using snowball sampling techniques until they reach data saturation.

The data sources in this research were obtained through primary and secondary sources. Primary sources are data sources that directly provide data to data collectors, such as interviews with informants, and secondary sources are sources that do not directly provide data to data collectors, such as documents, photos, art objects, videotapes or all kinds of voices/sounds. Then, the data that has been collected is analyzed using data analysis techniques (Creswell, 2016).

RESULT AND DISCUSSION

Implementing the Policy for Eliminating Movable State Property at Nusa Cendana University. Good or bad performance of public policy will be known if the policy is implemented at the level of implementation at the micro level, which in this research is the policy of eliminating movable state property at Nusa Cendana University or, in other words, a public policy must be implemented in order to have the desired impact and goals. Moreover, public policies will be visible when implemented or implemented in the field.

From this explanation, Dwijowijoto (2006) stated that policy implementation is a way for a policy to achieve its goals. There are two available steps when implementing public policy: direct implementation through programs or formulation of derivative policies. There are two available steps when implementing public policy: direct implementation through programs or formulation of derivative policies. Meanwhile, according to Soenarko (2005), several provisions must be fulfilled and carried out in order for it to be successful. These provisions relate to the implementer's authority, the policy's content, the people's legitimacy, etc.

Policy implementation focuses on Understanding what happens after a policy is declared effective or formulated. This includes the events and activities that arise after the implementation of state policy guidelines, including both efforts to administer the policy and to cause consequences/real impact on society or events.

No matter how great a policy plan or program is, the program or policy will be in vain if it is not realized properly and correctly. Policy implementation requires policy implementers who are truly honest, have appropriate competence, a high commitment to producing what is the goal and pay attention to applicable government regulations, so in the results of this research and discussion, the author uses a policy implementation model from Van Meter and Van Horn (1975) which states that six variables influence policy implementation.

Furthermore, the six policy implementation variables, according to Van Meter and CVan Horn (1975), will be linked to the phenomenon of implementing the policy of eliminating movable state property at Nusa Cendana University and will be discussed in more depth as follows:

Policy Standards and Targets. Policy standards and targets must be clear and measurable so that they do not give rise to interpretations that can cause conflict between implementation agents. Policy standards and targets are needed to direct policy implementation; this is done so that it follows the planned program.

According to Van Meter and Van Horn (1975), in determining policy standards and targets, researchers can use statements from policymakers such as regulations and program guidelines so that implementation can run following policy objectives and does not give rise to multiple

interpretations among implementers so that with this explanation the researcher focuses this dimension on the implementation of policy standards and the results towards policy targets.

Based on the results of interviews and observations made by the author, it is known that the BMN/BMD management standards moving in Undana refer to Government Regulation Number 27 of 2014 as amended by Government Regulation Number 28 of 2020 concerning BMN/BMD Management. Undana, as the Authorized BMN User, can also delete BMN referring to the Ministry of Finance Regulation (as BMN Manager) Number 83/PMK.06/2016 concerning Procedures for Deleting BMN. Undana will register, assess and examine BMN assets that will be written off, submit a request for assistance in assessing BMN that will be written off to the relevant agency, make a proposal for the write-off of BMN to the Property Manager, and delete the BMN in question from the State Property List after obtaining approval from the BMN Manager.

Based on the research, the removal of movable State Property in Undana follows applicable regulations, namely Minister of Finance Regulation Number 83/PMK.06/2016 concerning Procedures for Implementing the Destruction and Write-Off of State Property. It can be seen from the Standard Operating Procedures (SOP) for the Removal of State Property in Undana that the implementation of the elimination of State Property starts from the process of forming an abolition committee until the State Property is removed from the List of State Property after the decision on the Removal of State Property is stipulated.

However, in the results of observations made by the author, even though the standard policy has been implemented, the BMN has not been abolished so far, which has resulted in the accumulation of unused mobile BMN in Undana even though the results of the interview stated that the implementation of the standard policy for eliminating movable state property at Nusa University Cendana has been effective. However, based on the results of observations made by the author, it is known that the resulting policy standards have yet to be able to influence policy targets. The ineffective implementation of this policy can be stated as a failure of the policy in its implementation (unsuccessful implementation). Hogwood and Gunn in Wahab (2005) state that Unsuccessful implementation (unsuccessful implementation) occurs when a specific policy has been implemented according to plan. However, considering that external conditions are unfavorable, the policy is unsuccessful in realizing the desired impact or result.

Resource. Implementing the policy of eliminating movable state property at Nusa Cendana University must be supported by human and non-human resources. These policy resources are necessary for the success of a government policy.

Human resources are essential because capital is needed for policy drivers and implementers to ensure smooth policy financing and the policy process's smooth running. According to Widodo (2011), the resources mentioned include human, financial, and equipment resources (buildings, equipment, land, and other spare parts) needed to implement policies.

Based on the results of observations and interviews conducted by the author, it is known that implementing the policy for eliminating movable state property at Nusa Cendana University is supported by sufficient human resources. However, an adequate quantity of resources in implementing a policy only sometimes guarantees the policy's success if the policy implementers can make the best use of resources. In line with this, Edward III in Widodo (2010) stated that failures that often occur in implementing policies are caused by staff (human resources) who are inadequate, adequate or incompetent in their field. More than just increasing the number of staff and implementors is required. However, it is necessary (competent) to implement the policy or carry out its desired tasks.

Financial resources are an essential calculation in the success of policy implementation. Lack of or limited funds or incentives in implementing policies significantly contributes to the failure of policy implementation (Van Meter & Van Horn, 1974). In agreement with Van Meter and Van Horn, Goggin et al. (1990) stated that one of the criteria for measuring the success of policy implementation is the number of funds allocated, with the assumption that the greater the number of funds allocated, the more serious the policy will be implemented.

Another resource is facilities. Edward III in Widodo (2010) states that facilities are essential to policy implementation. The implementor may have sufficient staff, understand what he has to do, and have the authority to carry out his duties. However, with supporting facilities (facilities and infrastructure), the policy's implementation will be successful.

Inter-Organizational Communication and Strengthening Activities. Coordination is a powerful mechanism for implementing policies to reduce maternal and child mortality in the West Amanuban District. The better the communication coordination between the parties involved in a policy implementation process, the assumption is that errors will be minimal and vice versa. Communication dramatically determines the success of achieving the goals of implementing public policy. Effective implementation occurs when decision-makers already know what they are going to do.

Knowledge of what they will do can work if communication goes well. Every policy decision and implementation regulation must be transmitted (or communicated) to the appropriate personnel department. The policies communicated must also be precise, accurate and consistent. Communication (or transmission of information) is needed so that decision-makers and implementers will be more consistent in implementing every policy that will be implemented in society.

Based on the results of interviews conducted by the author, it is known that communication between organizations and strengthening activities in implementing the policy of eliminating movable state property at Nusa Cendana University was carried out by forming a work team to coordinate activities related to the elimination of BMN. This team is tasked with designing, implementing and monitoring policy implementation and ensuring the elimination of BMN is achieved.

In contrast to the results of the interview, the results of observations made by the author found that the reason it was challenging to remove mobile BMN in Undana was that there was no optimal coordination between the working team for the removal of mobile BMN which resulted in high selling prices for goods to be removed which had an impact on there being no takers for it. Apart from these movable goods, the BMN management units in Undana have not been orderly in managing BMN, so not all BMN that should be included in the goods write-off list can be appropriately recorded. The units caused the delay in writing off BMN as users did not report the items to be deleted, so the equipment section had difficulty detecting the items to be deleted. In contrast, the way that can be done to free them from maintenance responsibility is to delete the items from the inventory list so that good governance in higher education can be created, which can be called good university governance (Ahmad et al., 2017).

This phenomenon of not maximizing communication between organizations and strengthening activities in implementing the policy of eliminating movable state property at Nusa Cendana University is inversely proportional to the opinion of Van Meter and Van Horn (1975), who state that knowledge of what they will do can work if communication running well so that every

policy decision and implementing regulations must be transmitted (or communicated) to the appropriate personnel department.

Apart from that, the policies communicated must be precise, accurate and consistent. Communication (or transmission of information) is needed so that decision-makers and implementers will be more consistent in implementing each policy.

Coordination in implementing the policy for eliminating movable state property at Nusa Cendana University should be essential to ensure:

a. Each unit understands its role and contribution in implementing the policy of eliminating movable state property at Nusa Cendana University.
b. Develop a way or methodology to ensure each unit accepts the policy for eliminating movable state property at Nusa Cendana University.
c. Building an inter-institutional coordination mechanism that can be used to ensure the implementation of integrated policies for removing movable state property at Nusa Cendana University from planning, implementation and monitoring to removal.
d. Carry out mapping and integration of targets and indicators to eliminate movable state property at Nusa Cendana University.

Communication between organizations in policy implementation, according to Quade (1984: 310), will be ideal if there is interaction and reaction from the implementing organization, target group and environmental factors, which results in the emergence of pressure and is followed by bargaining or transactions. From these transactions, feedback is obtained, which policymakers can use to formulate subsequent policies. In line with the statements of Van Meter and Van Horn (1975:466) and Quade (1984:310), Edward III (1984) stated that communication of a program can only be implemented well if it is clear to the implementers.

Characteristics of Implementing Agents. This measure measures the extent to which interest groups support the policy of eliminating mobile state property at Nusa Cendana University. It includes the characteristics of the participants, namely support or rejection, the nature of public opinion in the environment and whether the political elite supports policy implementation (Van Meter & Van Horn, 1975).

The characteristics of policy-implementing agents include a focus on formal organizations and informal organizations that will be involved in implementing a policy. It is important because the appropriate characteristics and suitability of the implementing agents will significantly influence the performance of a policy implementation. It is related to the policy context that will be implemented. Several policies require strict and disciplined policy implementation. In other contexts, democratic and persuasive implementing agents are needed. In addition, the scope or area is an essential consideration in determining the policy-implementing agent. In this dimension, the researcher focuses on the hierarchical supervision of sub-unit decisions and processes within the policy-implementing agency.

Each policy-implementing agent has its characteristics, so Van Metter and Van Horn (1975) highlight several elements that may influence the characteristics of implementing agents in an organization to implement policies.

From the statements of Van Metter and Van Horn and connected to the research problem regarding the policy of eliminating movable state property at Nusa Cendana University, the research findings are as follows: (1) the competency and size of the staff implementing the policy for the elimination of movable state property at Nusa Cendana University in the results of the author's

interviews and observations were selected based on competency; (2) the level of hierarchical supervision of sub-unit decisions and processes in the implementing body for the policy of eliminating movable state property at Nusa Cendana University. Based on the results of the author's in-depth observations and interviews, it is known that the leadership supervises the BMN Working Group in every decision-making role.

According to Ripley and Franklin (1986), this concerns the level of compliance of subordinate individual agents with superior individual agents; (3) The political source of an organization, as stated by Grindle (1980: 10) that the political process can be seen through decision making involving political actors, but in its implementation, the policy implementer of the policy of eliminating movable state property at Nusa Cendana University is not sourced or affiliated with any political source; (4) The level of open communication, which is defined as a free horizontal and vertical communication network between policy implementers of the policy of eliminating movable state property at Nusa Cendana University as well as a relatively high level of freedom in communication with individuals outside the organization. It is in line with the statement from Ripley and Franklin (1986) that the implementation process requires implementers to have more freedom in making adjustments.

Social, Economic and Political Conditions. According to Van Metter and Van Horn (1975), social, economic, and political conditions are the extent to which the external environment contributes to the success of public policies that have been established. An economic, social and political environment that is not conducive can cause failure in policy implementation performance. Therefore, efforts to implement policies must also pay attention to the conducive conditions of the external environment.

Van Metter and Van Horn also hypothesized that the economic, social and political environment of the jurisdiction or implementing organization would influence the character of the implementing agency, the tendencies of the implementers and the achievements themselves (Ferayanti et al., 2024). Environmental conditions can significantly influence the willingness and ability of a jurisdiction or organization to support existing structures, vitality, and expertise within the administrative body, as well as the level of political support it has. Environmental conditions may cause policy implementers to change their personal preferences regarding that policy.

Ultimately, these environmental factors are seen as having a direct influence on the delivery of public services. Environmental conditions may magnify or limit achievement, although implementer tendencies and other forces in the model also influence implementation.

Based on the results of interviews and in-depth observations carried out by the author and by citing research questions from Van Meter and Van Horn regarding the economic, social and political environment that influences jurisdictions or organizations where the implementation of the policy of eliminating state property moves at Nusa Cendana University, the research findings can be stated as follows:

1. More than economic resources in the jurisdiction or implementing organization are needed to support the implementation of the policy of eliminating movable state property at Nusa Cendana University to be successful. Implementing the policy of eliminating BMN in Undana should bring positive changes in the prevailing economic and social conditions. However, it has yet to be designed and implemented well and has yet to meet the needs and interests of all units in the Undana environment.

2. The prevailing economic and social conditions cannot yet be influenced by the policy of eliminating movable state property at Nusa Cendana University because it has not shown actual performance;
3. In the interview results, the elites in the units stated that they supported the policy of eliminating movable state property at Nusa Cendana University. However, these units did not report the BMN that had to be removed in implementation.

The dimensions of the social, economic and political environment are the external environment that contributes to the failure or success of policies because assessing the performance of policy implementation is the extent to which the external environment supports the policy. A social, economic, and political environment that could be more conducive can be a source of problems for policy implementation. Therefore, policy implementation implies external environmental conditions that support policy implementation.

The phenomenon that occurred in Undana is in line with the opinion of Van Metter and Van Horn (1975), who stated that the economic, social and political environment is not conducive to implementing the policy of eliminating movable state property at Nusa Cendana University could be the cause of failure in policy implementation performance. Therefore, efforts to implement policies must also pay attention to the conducive conditions of the external environment.

Strengthening the statement from Van Meter and Van Horn, Korten (1988), and Tarigan (2000) argue that a program will be successful if it meets the criteria for suitability between the program and its users (Masdiantini et al., 2023). Another thing, according to Korten (1988) and Tarigan (2000), is the conformity of policy standards with the implementing organization, where what happened at Undana was that policy standards could not influence policy targets.

Implementor Disposition. In the opinion of Van Metter and Van Horn, the implementor's disposition or attitude of acceptance and rejection from the policy implementing agent dramatically influences the success or failure of a public policy implementation. Their attitudes can be influenced by their views on a policy and how they see the influence of that policy on the interests of their organization and their interests.

Van Mater and Van Horn (1975) explain that the disposition in implementing a policy begins with being filtered first through the perception of the implementers within the limits to which the policy is implemented. Three types of response elements can influence their ability and willingness to implement a policy: first, the direction of their response, whether they accept, neutral or reject (acceptance, neutrality, and rejection); second, knowledge (cognition), understanding and deepening. (comprehension and understanding) of policies, and third, intensity of policies. Understanding the general intent of a standard and the policy objectives is essential. No matter how successful policy implementation is, it can only succeed (frustrate) when the implementers (officials) are fully aware of the policy standards and objectives. The direction of the implementers' disposition towards policy standards and objectives is also a "crucial" thing.

Implementors may fail to implement policies because they reject the policy's aims (Van Meter & Van Horn, 1975). On the other hand, widespread and deep acceptance of policy standards and objectives among those responsible for implementing the policy has great potential for successful implementation (Kaufman in Van Mater and Van Horn, 1975).

Based on the results of interviews and the author's in-depth observations, the intensity of implementers' dispositions can influence policy implementation (performance). This disposition's lack of intensity can prevent policy implementation from failing.

For the policy of eliminating movable state property at Nusa Cendana University, facts about the disposition of the implementer or the attitude of acceptance and rejection from the agent implementing the policy were found. The implementor responds that some implementors may respond to the policy with full support because they firmly commit to the policy objectives and believe eliminating BMN will benefit Undana significantly. These implementers may be motivated by the policy objectives and are committed to implementing them well. Some implementers respond to the policy with doubt or distrust because they are not sure about the benefits or necessity of eliminating BMN, they feel that the policy is not implemented transparently or relatively, and some implementers provide critical support for the policy, i.e., they support the general objectives of the policy but also show no concern for improving its implementation.

Edward III in Winarno (2005) states that if implementers have a positive attitude or support for policy implementation, it will likely be carried out according to the initial decision. Conversely, if implementers have a negative attitude or reject policy implementation because of a conflict of interest, policy implementation will face serious obstacles.

Cognition, namely understanding the policy of eliminating movable state property at Nusa Cendana University. Quoting Wildasky's opinion in Leslie A. Pal (1987), cognitive activity, namely activities related to learning and thinking, means that policy problems are defined, determined, solved and reviewed. Cognitive elements are central in this process, even though they are not dominant. It is said to have a central role because, according to Leslie A. Pal (1987), the actual policy process is just a process of discussing and debating ideas about priorities, problems and solutions.

The cognitive aspect, namely thinking about the position of a person or policy implementer, in this case, a strong and comprehensive understanding of the BMN elimination policy in Undana, is essential for implementers to implement the policy effectively and follow the desired goals (Girsang et al., 2024). However, more transparent communication and education regarding policies are needed to improve cognition and understanding of these policies.

The cognitive aspect of the policy implementers, namely the implementing team and units, cannot be said to be good in its implementation because the policy implementers still need to understand the policies governing the management of mobile BMN. This relates to learning and thinking, meaning that policy problems are defined, determined, solved and reviewed.

The intensity of the BMN implementor's disposition to move to Undana is the value preference held by the implementor. In its implementation, the intensity of the implementor's disposition is influenced by the complexity of the situation and conditions at Undana. The situation is complex and controversial, so implementers need help taking a firm stance on the BMN elimination policy.

CONCLUSION

The implementation of the policy for eliminating movable state property at Nusa Cendana University was analyzed using the policy implementation model from Van Meter and Van Horn (1975), which states that 6 (six) variables influence implementation, namely (1) policy standards in the form of regulations regarding the elimination of movable state property at Nusa Cendana University are unable to influence policy targets; (2). the existence of sufficient resources; (3) communication between organizations and strengthening activities is still not effective; (4) the characteristics of implementing agents have a level of communication that is not yet open; (5) supportive socio-economic and political conditions; (6) the implementor's disposition where a situation is considered very complex or controversial so that the implementor finds it very difficult to take a firm stance on the BMN elimination policy.

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