

## Management of Regional Property (BMD) at Pambalah Batung Regional General Hospital, Amuntai, North Hulu Sungai Regency, South Kalimantan Province

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### ABSTRACT

**Objective:** This study aims to analyze the management of Regional Property at Pambalah Batung Amuntai Hospital from the aspects of planning, procurement, use, utilization, security, maintenance, administration, and supervision. **Method:** The research uses a qualitative approach with data collection methods including in-depth interviews, observation, and document study. Data analysis is conducted descriptively and analytically. **Results:** The research findings indicate that the management of BMD at the Pambalah Batung Regional General Hospital in Amuntai has been implemented in accordance with the regulatory framework, but is not yet fully optimal due to limitations in human resources, underutilization of the asset information system, and weak internal supervision and control. **Novelty:** This research highlights the gaps in human resource capacity, information system utilization, and internal oversight in regional hospital asset management, providing recommendations to strengthen asset management, improve system integration, and enhance oversight to support hospital accountability and service quality.

## INTRODUCTION

Management of Regional Property (BMD) is one of the fundamental aspects of regional government governance that is oriented toward accountability, efficiency, and sustainability of public services [1], [2]. In the context of public sector management, regional assets are not only viewed as wealth that must be recorded and secured administratively, but also as strategic resources that determine the ability of public organizations to carry out service functions optimally [3]. The quality of BMD management directly affects the performance of regional apparatus organizations, both in terms of budget efficiency and the quality of services received by the community [4].

In the healthcare sector, particularly regional hospitals, the role of public assets is becoming increasingly crucial [5]. Hospitals are public service organizations that are highly dependent on the availability and condition of assets such as buildings, support facilities, medical equipment, high-tech medical devices, and other operational support facilities [6]. The accuracy of hospital asset management not only impacts financial efficiency but also concerns patient safety, service quality, and public trust in local government-owned healthcare institutions [2].

Pambalah Batung Regional General Hospital in Amuntai, owned by the Hulu Sungai Utara District Government, plays a strategic role in providing referral healthcare services for the local community. As demands for service quality, hospital accreditation, and oversight of regional financial management increase, hospitals are required to

manage regional assets professionally, transparently, and based on the principles of good governance [7], [8]. However, in practice, the management of regional hospital assets is often faced with high complexity, both in terms of the type and value of assets, the dynamics of service needs, and limited managerial capacity [9].

From a management perspective, issues in managing regional hospital assets often arise during the needs planning stage, which is not based on long-term analysis, reactive asset maintenance, and asset administration that is not fully supported by an integrated information system [10], [11]. These conditions have the potential to lead to inefficient asset use, increased maintenance costs, and the risk of asset data discrepancies that impact regional financial accountability [1]. In the long run, weak asset management can hinder a hospital's ability to improve the quality and reach of healthcare services [2].

Additionally, changes in the regulations for managing regional finances and assets require an increase in organizational capacity to manage regional assets in a more orderly and professional manner [8], [10]. Asset management can no longer be viewed solely as an administrative function, but rather as part of an organization's strategy to create public value [3]. Regional hospitals are required to optimize the use of their assets to support service effectiveness, operational efficiency, and organizational sustainability [12].

In this context, a study on the management of Regional Property at the Pambalah Batung Amuntai Regional General Hospital becomes relevant and important. This research not only aims to describe how BMD is managed normatively but also deeply analyzes the gap between regulatory provisions and implementation practices in the field [13], [14]. With a managerial approach, this research positions BMD as a strategic instrument for hospital organizations in supporting the achievement of public service goals, rather than merely an object of administrative record-keeping [6].

Therefore, this study aims to analyze the management of Regional Property at the Pambalah Batung Regional General Hospital in Amuntai, North Hulu Sungai Regency, South Kalimantan, by reviewing the entire asset management cycle and the managerial factors that influence its effectiveness [1], [3]. The research findings are expected to contribute theoretically to the development of public asset management studies and provide practical recommendations for improving the governance of regional hospital assets [2].

### **Literature Review**

Public asset management is an integral part of financial management and organizational management in the public sector [1], [15]. In public management literature, assets are understood as economic resources controlled by the government and used to generate both economic and social benefits for society [3]. Effective public asset management demands a balance between regulatory compliance, efficient resource utilization, and optimizing asset value to support the goals of public organizations [6].

Regional Property is defined as all goods acquired at the expense of the regional budget or obtained thru other legitimate means and controlled by the regional government [8], [10]. The management of state-owned assets (BMD) encompasses a series

of interconnected activities, ranging from needs planning, procurement, use, utilization, security, maintenance, evaluation, to administration and supervision [11]. The complexity of this management cycle demonstrates that BMD management is not merely an administrative function, but a managerial process requiring systematic planning, organizing, implementing, and controlling [1].

From an asset management perspective, needs planning is a crucial stage that determines the effectiveness of asset management in subsequent stages [16]. Planning not based on needs analysis and long-term projections has the potential to create a mismatch between the assets held and the organization's needs [17]. In regional hospitals, errors in asset needs planning can have serious consequences, such as a shortage of essential medical equipment or the procurement of assets that are not optimally utilized [5].

Public asset procurement is a stage heavily influenced by the government's procurement system for goods and services [7]. From a management perspective, procurement must not only adhere to the principles of transparency and accountability, but also timeliness and the alignment of specifications with operational needs [2]. In the context of hospitals, delays or inaccuracies in the procurement of medical assets can directly impact the quality and continuity of healthcare services [9].

The stages of asset use and utilization are closely related to the organization's effectiveness in optimizing its resources [3]. Assets that are not optimally utilized reflect managerial inefficiency and the waste of public resources [1]. Asset management literature emphasizes the importance of performance-based asset utilization and service needs, ensuring that owned assets truly add value to the organization and society [16].

Asset maintenance is an often-overlooked aspect in the practice of managing government assets, despite its important role in maintaining the economic life and performance of assets [9]. Preventive and planned maintenance will be more efficient than reactive maintenance performed after an asset is damaged [12]. In the context of hospitals, failure to maintain medical assets not only impacts costs but also potentially endangers patient safety [5]. Pambalah Batung Regional General Hospital, in this case, regarding asset maintenance, especially for medical equipment, has been conducting regular routine maintenance called medical equipment calibration. However, for non-medical equipment assets, maintenance tends to be reactive. From the perspective of public sector organizational management, asset administration and information systems are important instruments in achieving accountability and transparency [11], [4]. An orderly and integrated asset recording system allows organizations to obtain accurate asset data for planning, control, and financial reporting purposes [1]. Conversely, weaknesses in asset administration have the potential to cause data discrepancies, audit findings, and reduce public trust in local financial management [9].

Internal supervision and control are key elements in ensuring that the entire cycle of managing BMD operates in accordance with regulations and organizational goals [14]. In public management literature, internal control is seen as a mechanism to minimize the risk of asset misuse, inefficiency, and organizational ineffectiveness [3]. In regional

hospitals, effective supervision will ensure that assets are used optimally to support healthcare services and do not experience functional degradation due to inadequate management [2].

## RESEARCH METHOD

This research uses a qualitative approach with a descriptive-analytical design [18]. This approach was chosen to gain an in-depth understanding of the management practices of Regional Property at the Pambalah Batung Amuntai Regional General Hospital [14]. The research location is the Pambalah Batung Amuntai Regional General Hospital in North Hulu Sungai Regency.

The research participants were selected purposively, including hospital structural officials, asset or goods managers, and relevant parties directly involved in the management of Regional Property [18]. Data collection techniques were conducted through in-depth interviews, observation of the asset management process, and documentation studies of asset reports, internal policies, and related regulations [10], [11]. Data analysis was performed descriptively-analytically with the stages of data reduction, data presentation, and conclusion drawing [18]. Data validity was maintained through source and method triangulation to ensure the validity and reliability of the research findings [18].

## RESULTS AND DISCUSSION

The research results indicate that the management of Regional Property at the Pambalah Batung Amuntai Regional General Hospital has been implemented by referring to the applicable regulatory framework, including the stages of needs planning, procurement, use, utilization, maintenance, administration, and asset supervision up to asset destruction and disposal. Administratively, the hospital already has planning documents, inventory reports, and asset management procedures that serve as the basis for implementation at the operational level. This indicates that normatively, the hospital has attempted to align its asset management practices with the regulations set by the local government.

Nevertheless, from the perspective of public asset management, the implementation of regional property management at Pambalah Batung Regional General Hospital in Amuntai still tends to be administratively compliant and has not been fully directed toward optimizing the value and function of assets. At the needs planning stage, the research found that the preparation of goods needs plans is more reactive and based on the proposals of work units and the availability of the annual budget. The planning is not fully integrated with the hospital's strategic service development plan, which could potentially lead to a mismatch between medium and long-term service needs and the available assets.

This condition indicates that the asset planning function has not been fully utilized as a strategic instrument in supporting the achievement of organizational goals. Inadequate planning based on long-term needs analysis can potentially lead to

suboptimal asset procurement, both in terms of specifications, quantity, and procurement timing. In the context of hospitals, weaknesses in the planning stage can have a direct impact on the organization's ability to improve the quality and scope of healthcare services.

During the procurement stage, the hospital has followed the government's goods and services procurement mechanism in accordance with applicable regulations. However, research results indicate that the complexity of procurement procedures, budget limitations, and bureaucratic dynamics often lead to delays in asset procurement, particularly for critical and high-value medical equipment. The delay in procurement not only impacts the effectiveness of budget utilization but also affects the continuity and quality of healthcare services provided to the community.

From an operational management perspective, this condition reflects the sub-optimal integration between needs planning, budgeting, and procurement execution. This lack of synchronization indicates that asset management has not yet been fully managed as a single, interconnected system, but rather still operates partially at each stage.

The use and utilization of Regional Property at the Pambalah Batung Regional General Hospital in Amuntai have fundamentally supported the operationalization of healthcare services. Major assets such as medical equipment and service support facilities are used according to their function and service needs. However, research found that asset utilization rates were not fully optimal, especially for non-medical support assets and assets with low utilization rates. The lack of periodic evaluation of asset utilization levels leads to some assets not contributing maximally to organizational performance.

From a performance management perspective, low asset utilization rates reflect potential inefficiencies in the management of public resources. Assets that are not optimally utilized not only lead to budget waste but also reduce the hospital's ability to create added value for the community. Therefore, periodic evaluation of asset utilization is important to ensure that every asset owned truly supports the hospital's service goals.

Asset maintenance is one of the critical points in the management of Regional Property in hospitals. The research results indicate that asset maintenance still tends to be reactive, meaning it is performed only when assets experience damage or functional disruptions. This type of maintenance pattern has the potential to shorten the economic life of the asset and increase repair costs in the long run. Additionally, unplanned maintenance also increases the risk of service disruptions, especially when critical medical assets experience sudden damage. In the context of hospitals, sub-optimal maintenance of medical assets not only impacts cost efficiency but also potentially affects patient safety and service quality. Therefore, the implementation of planned and scheduled preventive maintenance is an urgent need to ensure the sustainability of asset functionality and the safety of healthcare services. From an administrative perspective, the recording and inventory of Regional Property has been carried out and is fully supported by an integrated and up-to-date asset

management information system, namely the SIMDA BMD Application and the E BMD Application. However, limitations in information and the competence of asset management human resources lead to the potential for data discrepancies between the physical condition of the assets and the administrative data. This data inconsistency can impact the quality of the hospital's financial statements and increase the risk of findings during audits by oversight agencies. The function of internal supervision and control over the management of Regional Property has also not been operating optimally. Supervision still tends to be formal and focused on fulfilling reporting obligations, and has not been fully utilized as a managerial instrument to drive continuous improvement. Weak internal oversight and control can potentially create opportunities for inefficiency and deviation in asset management.

Overall, the results and discussion indicate that the management of Regional Property at Pambalah Batung Regional General Hospital in Amuntai is still in a transitional phase from administrative management to strategic asset management. The main challenges faced include limited managerial capacity, weak information system integration, and sub-optimal supervision and evaluation functions. Improving BMD management requires a paradigm shift that views assets as strategic resources to be professionally managed to support improved organizational performance and the quality of healthcare services.

## CONCLUSION

**Fundamental Finding :** Fundamental Finding: The management of Regional Property at the Pambalah Batung Amuntai Regional General Hospital has been implemented in accordance with applicable laws and regulations and supports the provision of general healthcare services. Administratively, the hospital already has asset management procedures and documents as the basis for operational-level implementation. However, asset management remains more focused on fulfilling administrative obligations rather than optimizing the value and function of assets as strategic organizational resources, as seen in planning, reactive maintenance, and unsystematic evaluation of asset utilization. Implication: This situation indicates that the hospital's assets are not yet fully contributing to organizational performance and healthcare service quality, highlighting the need for comprehensive strengthening of asset management. Improving asset management quality is urgent to support accountability in regional financial management and the sustainability of healthcare services. Limitation: The effectiveness of managing Regional Property is constrained by limited human resource capacity, suboptimal support from the asset management information system, and weak internal control and oversight functions, which may lead to inefficiencies and inaccuracies. Future Research: Future efforts should focus on enhancing human resource capacity through continuous training, developing medium- and long-term asset planning aligned with strategic service plans, implementing preventive and scheduled maintenance systems, strengthening integrated asset

management information systems, and improving internal oversight to ensure accountable, efficient, and value-oriented asset management.

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