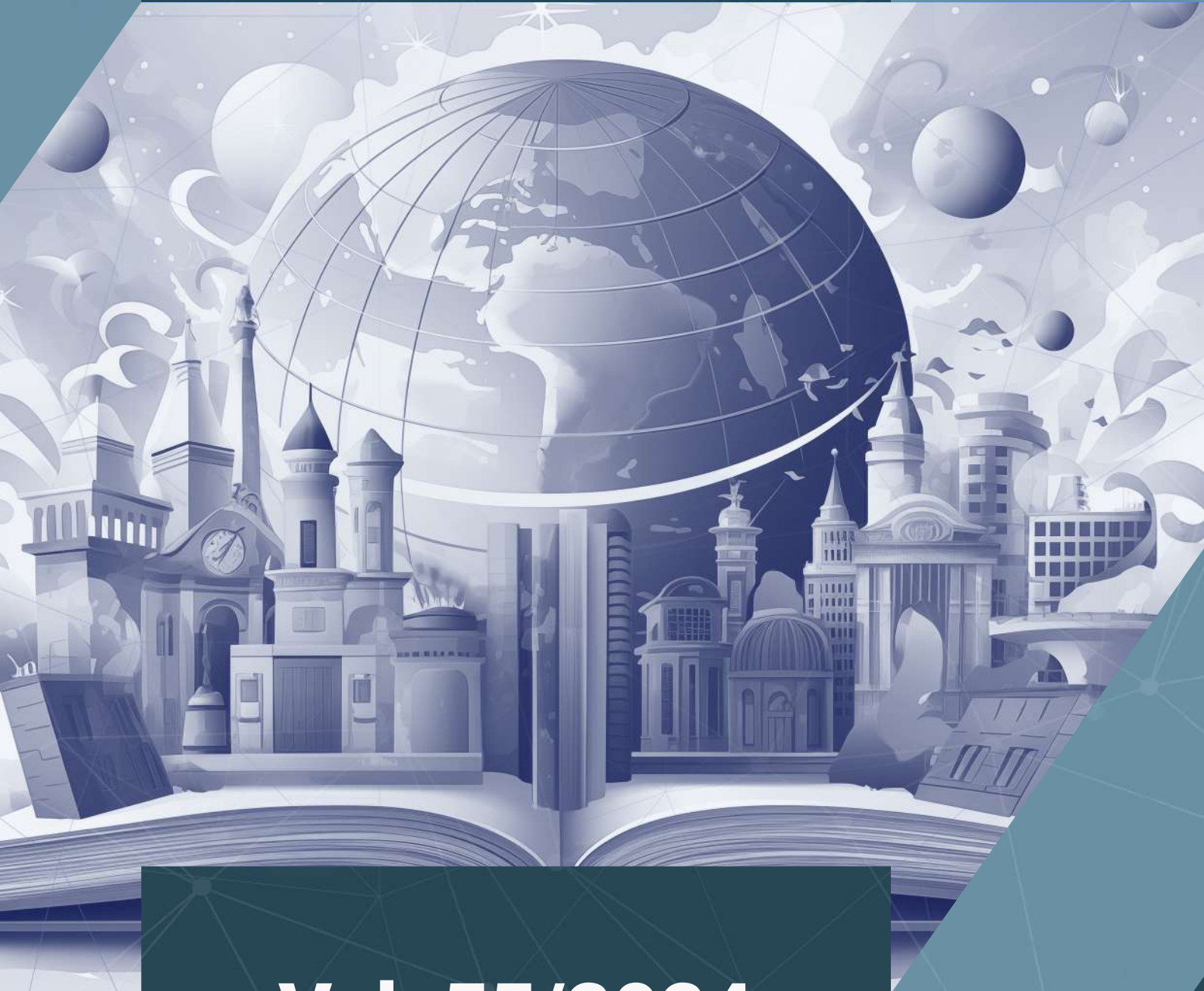




TECHNIUM
SOCIAL SCIENCES JOURNAL



Vol. 55/2024
A New Decade for Social Changes

PLUS
COMMUNICATION P



International
Communication & PR

Implementation of The State Official Wealth Report Policy in Minahasa Regency

Anastasya Brisa Supit¹, Recky Sendouw², Marthinus Mandagi³

Public Administration Magister Program, Faculty of Social Sciences and Law,
Universitas Negeri Manado

Email: anastasyasupit972@gmail.com¹, reckysendouw@unima.ac.id²,
marthinusmandagi@unima.ac.id³

Abstract. This research aims to find out, describe and analyze the implementation of the State Official Wealth Report (LHKPN) policy in Minahasa Regency, with research methods, namely qualitative description, number of informants of 5 people, and data analysis techniques using observation, interviews and documentation. It can be concluded that the process of implementing the Corruption Eradication Commission (KPK) policy No. 2 of 2020 has not been implemented well, this can be seen from the results of the research indicators as follows. Only a few government administrators are aware of the rules used in the procedures for imputing LHKPN, and not only that, it is also found that there are several state administrators who are negligent, and are often late in imputing LHKPN results data because they are confused about the procedures for online LHKPN reporting. Reporting in LHKPN reporting is not yet optimal, this is because in 2018-2022, there are still several government administrators who only report LHKPN once, and the level of negligence by Minahasa district government administrators is very high due to the lack of supervision carried out, this causes only a few who are active in LHKPN reporting for the 2018-2022 period. Results from 208 state administrators in Minahasa Regency, only 101 state administrators reported LHKPN, and of those 101 there were 45 state administrators whose LHKPN report data was inaccurate.

Keywords. Implementation, Policy, The State Official Wealth Report

A. Introduction

LHKPN is a report on state administrators' assets. State Administrators are State Officials who carry out executive, legislative or judicial functions and other officials whose main functions and duties are related to state administration in accordance with the provisions of applicable laws and regulations (Sholihah et al., 2023) [1]. In principle, LHKPN is a report that must be submitted by State administrators regarding the assets they owned when they first took office, transfers, promotions and retirement (Ingnuan & Lutfi, 2018) [2]. Then LHKASN is the State Civil Servant Asset Report, State Civil Servant Asset Report (LHKASN) is a document submitting a list of ASN assets owned and controlled as a form of transparency for the State Civil Service (Fadhli & Hasjad, 2021)[3]. As part of efforts to realize state administration that is clean and free from corruption, collusion and nepotism, the obligation to report assets is an infrastructure used to prevent potential abuse of position and authority, instill

honesty and integrity, as well as openness among state administrators and commitment to realizing clean state administration at all levels of the organization (Simanjuntak, 2018) [4].

Public officials who are targets for wealth reporting are usually determined specifically based on potential conflicts of interest in their position. Because what is targeted is not only the position or the people who fill it, but also the interests included in it, the tendency to ignore, disobey or circumvent the wealth reporting mechanism continues to be a challenge that must be faced by the institutions entrusted with the task of managing it.

Based on KPK Regulation No. 2 of 2020 concerning Amendments to the Corruption Eradication Commission Regulation Number 07 of 2016 concerning Procedures for Registration, Announcement and Examination of the Assets of State Officials, Concerning Reports of the Assets of State Officials (LHKPN) within the Minahasa Regency Government, explains that in order to make reporting obligations more effective Assets need to be regulated within the regional government of North Sulawesi Province to strengthen commitment and prevent corruption, collusion and nepotism. In this regulation, it is explained that there are sanctions against State officials and civil servants who do not report, do not announce and are not willing to have their assets inspected, they will be subject to sanctions in the form of a warning letter or disciplinary punishment. Then the level of disciplinary punishment starts from light, medium and heavy which is carried out from a warning , postponement of salary increases, postponement of promotions up to demotion to the same level.

Based on the results of initial observations carried out by researchers, the LHKPN Mandatory Officials in Minahasa include: Regent of Minahasa, Deputy Regent of Minahasa, Echelon II Officials, and other equivalent officials within government agencies or state institutions, heads of offices within the Ministry of Finance, Inspectors Customs and Excise, Tax Inspectors, Auditors, Officials who issue permits, officials or heads of community service units and regulatory officials. Pratama high ranking officials, budget users, authorized budget users, commitment making officials, auditors, sub-district heads, directors of Regional General Hospitals (RSUD), are obliged to LHKPN as intended in article 4, are obliged to submit LHKPN periodically, once every 1 (one) year for assets acquired from January 1 to December 31, and submitted no later than March 31 of the following year. Warning letters consist of warning letter I and warning letter II. The Report on the Results of State Officials' Wealth is not yet optimal, this is because some informants do not yet know about the targets of the policy, they only use the policy as a fulfillment of office administration so that they are not said to be negligent, so the Inspectorate monitoring institution still needs to provide an understanding of not only the procedures for implementing the policy so that it can implemented optimally, especially understanding policy objectives and targets in order to prevent and create regional officials free from corrupt practices. There is no supervision, and there are also no sanctions, if someone is negligent. With several influencing factors, namely policy standards and targets, resources, communication between organizations and implementing activities, implementor disposition. increased compliance has not been accompanied by the validity of the report content. Based on the results of the inspection, there were 208 state administrators who were required to have LHKPN, but only 101 state administrators reported LHKPN, and of the 101 state administrators there were 45 state administrators whose LHKPN was inaccurate. This is because there are still state officials who do not report land, buildings and other investments. problems with the integrity of state officials. This is due to the absence of instruments after inspection, follow-up after assets are reported and clear sanctions. Apart from that, the legal framework regarding LHKPN is still weak because sanctions are still administrative in nature

and have never been implemented, there are no criminal sanctions and law enforcement against the practice of increasing illegal wealth cannot be implemented.

Based on the background stated by previous researchers, the aim of this research is to find out, explain and analyze the Reporting Mechanism (LHKPN) of Minahasa Regency.

B. Method

The research approach that the author will use in the research is qualitative research, because the research is descriptive in nature which tends to focus on the process of searching for the meaning behind the phenomena that appear in the research, with the aim of making the problems to be studied more comprehensive and in-depth (Moleong in Mandagi et al., 2023) [5].

The main focus of this research is Regent Regulation No. 24 of 2017, on LHKPN Reporting Activities which include: Input, Reporting and Results. The data analysis technique used is the Miles & Huberman approach model in Sendouw et al. (2023), namely data collection, data reduction, data presentation, and drawing conclusions [6]. Then, to ensure the validity of the data, researchers used the 4 main criteria presented by Lincoln and Guba in Mandagi et al. (2020), namely credibility, dependability, transferability, and confirmability [7].

C. Result and discussion

Implementation Of The State Official Wealth Report Policy In Minahasa Regency

Based on KPK Regulation No. 2 of 2020 concerning Amendments to the Corruption Eradication Commission Regulation Number 07 of 2016 concerning Procedures for Registration, Announcement and Inspection of State Officials' Assets, Concerning Reports of State Officials' Assets (LHKPN) within the Minahasa Regency Government, explains that in order to make reporting obligations more effective Assets need to be regulated within the regional government of North Sulawesi Province to strengthen commitment and prevent corruption, collusion and nepotism. In this regulation, it is explained that there are sanctions against State officials and civil servants who do not report, do not announce and are not willing to have their assets inspected, they will be subject to sanctions in the form of warning letters or disciplinary penalties. Mandatory LHKPN Officials in Minahasa include: Regent of Minahasa, Deputy Regent of Minahasa, Head of State Echelon II, mandatory LHKPN as intended in article 4, is obliged to submit LHKPN periodically, once every 1 (one) year for assets acquired from January 1 to December 31, and submitted no later than March 31 of the following year . Warning letters consist of warning letter I and warning letter II. Then the level of disciplinary punishment starts from light, medium and heavy which is carried out from warnings, delaying salary increases, delaying promotions to demotion to the same level. For this reason, it can be interpreted that the State Civil Service Assets Report is a document submitting a list of ASN assets owned and controlled as a form of transparency for the State Civil Service. The LHKPN document contains personal and family data; wealth; income; expenditure; and a statement letter.

Based on the results of initial observations carried out by researchers, the Report on the Wealth Results of State Officials is not yet optimal, this is because some informants do not yet know about the targets of the policy, they only use the policy as a fulfillment of office administration so that they are not said to be negligent so that the Inspectorate monitoring institution still needs provide an understanding not only of the procedures for implementing policies so that they can be implemented optimally, but also to understand the goals and

objectives of policies in order to prevent and create regional officials free from corrupt practices. There is no supervision, and there are also no sanctions, if someone is negligent. With several influencing factors, namely policy standards and targets, resources, communication between organizations and implementing activities, implementor disposition. increased compliance has not been accompanied by the validity of the report content. Based on the results of inspections of 1,665 State Administrators in the 2019-2022 period, it was found that 95% of the LHKPN submitted were inaccurate. This is because there are still state officials who do not report land, buildings and other investments. problems with the integrity of state officials. This is due to the absence of instruments after inspection, follow-up after assets are reported and clear sanctions. Apart from that, the legal framework regarding LHKPN is still weak because sanctions are still administrative in nature and have never been implemented, there are no criminal sanctions and law enforcement against the practice of increasing illegal wealth cannot be implemented.

Input

Based on the results of interviews conducted by researchers related to the Reporting Mechanism, The State Official Wealth Report (LHKPN) Minahasa Regency, with the Input indicator, several problems were found, namely a) There are still government administrators who do not understand the LKHPN input; b) There are still some state administrators who do not know about the sanctions given when they do not input LHKPN; c) There are still those who do not know the procedures for online LHKPN reporting; d) The data entered is inaccurate.

Based on the findings of this research, a conclusion can be drawn that this indicator is not yet optimal, because although government administrators in Minahasa Regency know what LHKPN is and its benefits, only a few government administrators know the rules used in the procedure for collecting LHKPN, and not only that. It was also found that there were several state administrators who were negligent, and were often late in collecting data on LHKPN results because they were confused about the procedures for online LHKPN reporting.

Policy implementation is the most important part of a policy. With this stage, a policy can be measured to what extent the success of the policy itself is (Kairupan, 2013) [8]. "Implementation is a stage of the policy cycle that really determines the success and failure of a policy. Policy implementation is a process of implementing a policy." "Policy implementation is actions carried out by individual officials or government or private groups that are directed at achieving the goals set out in a policy." (Mandagi & Kairupan, 2021) [9].

The terms "policy" and "public" in Public Policy can be understood through several definitions of public policy collected from various kinds of literature. Definitions are useful for providing information for future public policy formulators and analyzers when they discuss them in the political space (Nawawi in Permatasari, 2020)[10]. Meanwhile, according to Nugroho (2014: 105), public policy never appears in a "special room". Public policy as the study of how, why and what are the effects of active (action) and passive (inaction) government actions or public policy is the study of what the government does, why the government takes these actions, and what the consequences of these actions are [11]. A different view was expressed by Thoha (2008: 106-107) in Dilapanga et al. (2023) regarding policy which concludes that policy on the one hand can take the form of a complex effort from society for the benefit of society, on the other hand policy is a technique or way to resolve conflict and create incentives [12]. The essence of all understanding of public policy, whatever its form, is a valid legal basis for the Government to take action. Therefore, a public policy must be made

with full consideration and implemented well so that the policy is effective and effective (Agustino, 2017) [13].

From the definition above, an understanding of public policy can be drawn. First, public policy is a policy created by public administrators. second, public policy is a policy that regulates public or collective life, not the life of an individual or group. Third, public policy is a rule that has the aim of solving problems.

Reporting

Based on the results of interviews conducted by researchers related to The State Official Wealth Report (LHKPN) Minahasa Regency, based on the indicators, the attitude of government administrators in reporting LHKPN is not yet optimal, this is because in 2018-2022, there are still several government administrators who only reporting LHKPN, and the level of negligence by Minahasa district government administrators is very high due to the lack of supervision carried out, this causes only a few to be active in reporting LHKPN for the 2018-2022 period, and lack of supervision from agencies that are implementing the LHKPN reporting, Weak sanctions given and the non-integration of the obligation to report LHKPN with other related laws.

The model or framework of thought put forward by Hoogewerf (1978) in Akib (2012) [14]. According to Hoogewerf, the causes that may be the basis for the failure of policy implementation are very different from each other. These causes have to do with the content of the policies that must be implemented, the level of information from the actors involved in implementation, the amount of support for the policies that must be implemented and finally the distribution of existing potentials. (organizational structure, power comparison and so on).

In essence, all public policies are implemented by large public organizations, therefore knowledge about organizations has become an important element of policy analysis. We cannot say with much certainty how a policy exists, or why it is not implemented, without knowing to a large extent about how those organizations function. These organizations solve problems by specifying manageable tasks and allocating responsibility for these tasks to specialized units. Thus, only by understanding how these organizations work can we understand how these policies are formed in the implementation process. According to Elmore in Sutopo (2001), if knowledge about organizations is focused on implementation analysis, then how do we actually try to make this knowledge into a form that is useful for analysis [15].

Public Policy Implementation Process In terms of organizational theory, there is no single and coherent collection of organizational theories that will serve as a basis for analysis. If so, there are two ways to overcome this impasse, first, to synthesize all organizational theory into an orderly set of analytical perceptions that are useful in implementation analysis. Second, agree, with the diversity of thought that exists about organizations and try to draw from this diversity a number of models that can be differentiated and can be used to analyze implementation problems.

Some models are essentially normative – they are based on strongly held opinions about how organizations should operate. Then, some models are descriptive - that is, they try to name the essential objective attributes of these organizations. In some cases it is difficult to distinguish normative elements from descriptive elements. But in all cases the model is a simplification of reality, not a substitute for it. Thus, no single model adequately covers the full complexity of the implementation process. In light of this, Elmore developed four organizational models that represent a broad body of thinking regarding implementation issues.

Results

Based on the results of interviews conducted by researchers regarding The State Official Wealth Report (LHKPN) Minahasa Regency, based on the results indicators it can be concluded that of the 208 state administrators in Minahasa Regency, only 101 state administrators reported LHKPN, and of those 101 there were 45 administrators. countries whose LHKPN report data is inaccurate, not only that, the LHKPN results for state administrators in Minahasa district are not yet based on KPK regulations No. 2 of 2020, because it is still found that the results entered are not based on existing ones or are inaccurate.

The first model is the most classic model, namely Smith's (1973) process or flow model. According to Smith, in the implementation process there are four variables that need to be considered. These four variables do not stand alone, but are a single unit that influences each other and interacts reciprocally, therefore there are tensions which can cause the Public Policy Implementation Process to give rise to protests, even physical action, where this requires establishing new institutions to realize these policy targets. These tensions can also cause changes in line institutions. So the interaction patterns of the four variables in policy implementation give rise to incompatibilities, tensions and pressures. These interaction patterns may result in the formation of certain institutions, as well as being used as feedback to reduce tensions and be returned to the matrix of transaction and institutional patterns. The four variables in the implementation of public policy are 1. Idealized policy, namely the ideal interaction patterns that they have defined in the policy they are trying to induce; 2. target groups, namely those (people) who are most directly influenced by the policy and who must adopt interaction patterns as expected by the policy formulator; 3. implementing organizations, namely implementing agencies or government bureaucratic units responsible for implementing policies; 4. environmental factors, namely elements in the environment that influence or are influenced by policy implementation, such as cultural, social, economic and political aspects.

The second model is a model developed by Van Meter and Van Horn (1975) which is called A Model of the Policy Implementation Process. This model explains that policy performance is influenced by several interrelated independent variables, these variables are: 1. Policy standards and targets; 2. Resources; 3. Characteristics of the implementing organization; 4. Communication between related organizations and implementation activities of the Public Policy Implementation Process Policy making process; 5. The attitude of the implementers and the social, economic and political environment.

The third model is a model developed by Brian W. Hogwood and Lewis A. Gunn (1978; 1984). This model is called "The top down approach". In an article entitled "Why implementation is so difficult", Gunn (1978) uses Hood's (1976) analysis and presents analyzes from Pressman and Wildavsky (1973), Etzioni (1976), Kaufman (1971), Bardach Public Policy Implementation 40 (1977), Van Meter and Van Horn (1975), and King (1975 and 1978), to provide a brief guide for civil servants on several reasons why according to the pioneers mentioned above, perfect implementation is basically not may be achievable in practice (Why perfect implementation is impossible). Like Hood, Gunn emphasizes that perfection or perfection in this context is only an analytical concept or idea and not in the colloquial sense of the term, an ideal to be achieved. According to Hood and Gunn (1984: 199-206) to be able to implement state policy perfectly (perfect implementation), certain requirements are needed. These conditions are 1. External conditions faced by the implementing agency/agency will not cause serious disruption/obstacles; 2. For program implementation, sufficient time and resources are available; 3. The combination of required resources is actually available; 4. The policy to be implemented is based on a reliable causal relationship; 5. The causal relationship

is direct and there are only a few connecting links; 6. Interdependence relationships should be small; 7. Deep understanding and agreement on goals; 8. Tasks are detailed and placed in proper order; 9. Perfect communication and coordination; 10. Parties who have authority can demand and obtain perfect obedience.

The fourth model is the model or framework of thought proposed by Hoogewerf (1978). According to Hoogewerf, the causes that may be the basis for the failure of policy implementation are very different from each other. These causes have to do with the content of the policies that must be implemented, the level of information from the actors involved in implementation, the amount of support for the policies that must be implemented and finally the distribution of existing potentials. (organizational structure, power comparison and so on).

The fifth model is the model put forward by Elmore (in Hill, 1993: 314-345), he argued that, essentially all public policies are implemented by large public organizations, therefore knowledge about organizations has become an important element from policy analysis. We cannot say with much certainty how a policy exists, or why it is not implemented, without knowing to a large extent about how those organizations function. These organizations solve problems by specifying manageable tasks and allocating responsibility for these tasks to specialized units. Thus, only by understanding how these organizations work can we understand how these policies are formed in the implementation process. According to Elmore, if knowledge about organizations is centered on implementation analysis, then how do we actually try to make that knowledge into a form that is useful for analysis.

D. Conclusion

Based on the results of research conducted regarding the Implementation of the State Official Wealth Report Policy in Minahasa Regency, it can be concluded that the process of implementing KPK policy No. 2 of 2020 has not been implemented well, this can be seen from the results of the research indicators as follows:

1) Input: Only a few government administrators know about the rules used in the LHKPN input procedures, and not only that, it is also found that there are several state administrators who are negligent, and are often late in data inputting LHKPN results because they are confused about the procedures for online LHKPN reporting.

2) Reporting: LHKPN reporting is not yet optimal, this is because in 2018-2022, there are still several government administrators who only report LHKPN once, and the level of negligence by Minahasa district government administrators is very high due to the lack of supervision carried out, this causes only several are active in reporting LHKPN for the 2018-2022 period.

3) Results: Of the 208 state administrators in Minahasa Regency, only 101 state administrators reported LHKPN, and of those 101 there were 45 state administrators whose LHKPN report data was inaccurate.

References

[1] S. S. Sholihah, Q. Qothrunnada, F. N. Oktaviani, and I. Akbar, "Etika Pemerintahan dalam Optimalisasi Regulasi Laporan Harta Kekayaan Penyelenggara Negara," *J. Wacana Kinerja Kaji. Prakt. Kinerja dan Adm. Pelayanan Publik*, vol. 26, no. 2, pp. 157–172, 2023.

[2] Y. V. Ingnuan and M. Lutfi, "Pelaksanaan Peningkatan Kepatuhan Pelaporan The State Official Wealth Report (LHKPN)," *J. Ekobis Ekon. Bisnis Manaj.*, vol. 8, no. 2, pp. 131–144, 2018.

- [3] A. M. D. Fadhli and H. Hasjad, "Evaluasi Pelaksanaan Kewajiban State Civil Servant Asset Report (Lhkasn) di Kabupaten Konawe Propinsi Sulawesi Tenggara," *J. Tapis J. Teropong Aspir. Polit. Islam*, vol. 13, no. 2, pp. 18–35, 2021.
- [4] M. Simanjuntak, "Mengungkap tindak pidana korupsi dari pembuktian terbalik dan The State Official Wealth Report (LHKPN)," *J. Ilm. Huk. Dirgant.*, vol. 7, no. 1, 2018.
- [5] M. Mandagi, J. Mantiri, and V. T. Mewengkang, "Public Service Arrives Departure Through the Integrated Licensing Service Information System in Making Nurse Practice Permits (Study at the Manado City Investment and One-stop Integrated Service Office)," *KnE Soc. Sci.*, pp. 374–384, 2023, doi: <https://doi.org/10.18502/kss.v8i5.13011>.
- [6] R. H. E. Sendouw, E. M. C. Lumingkewas, B. F. Supit, and P. M. M. Kapojos, "Analysis of Performance Appraisal of State Civil Apparatus in the Regional Office of Education of North Sulawesi Province," *Tech. Soc. Sci. J.*, vol. 49, pp. 90–96, 2023.
- [7] M. M. Mandagi, J. Mantiri, and S. B. Kairupan, "Implementation of Smart Governance in Realizing Tomohon Smart City," in *Iapa Proceedings Conference*, 2020, pp. 437–448. doi: <https://doi.org/10.30589/proceedings.2020.420>.
- [8] S. B. Kairupan, *Kebijakan Publik*. Malang: Wineka Media, 2013.
- [9] M. Mandagi and S. Kairupan, "Evaluasi Kebijakan Mendirikan Bangunan di Kecamatan Tondano Selatan Kabupaten Minahasa," *J. Adm. J. Kaji. Kebijak. dan ilmu Adm. Negara*, vol. 3, no. 1, pp. 21–27, 2021.
- [10] I. A. Permatasari, "Kebijakan Publik (Teori, Analisis, Implementasi Dan Evaluasi Kebijakan)," *TheJournalish Soc. Gov.*, vol. 1, no. 1, pp. 33–37, 2020, [Online]. Available: <http://thejournalish.com/ojs/index.php/thejournalish/article/view/7>
- [11] R. Nugroho, *Kebijakan publik di negara-negara berkembang*. Yogyakarta: Pustaka Pelajar, 2014.
- [12] A. R. Dilapanga, T. Pangalila, and B. F. Supit, "Analysis Of Village Direct Cash Assistance Policy Implementation In East Bolaang District Bolaang Mongondow Regency," *Tech. Soc. Sci. J.*, vol. 39, pp. 89–97, 2023, doi: <https://doi.org/10.47577/tssj.v39i1.8260>.
- [13] L. Agustino, *Dasar-Dasar Kebijakan Publik*, Edisi Revi. Jakarta: Pustaka Setia, 2017.
- [14] H. Akib, "Implementasi kebijakan: Apa, mengapa dan bagaimana," *Ilmu Adm. Publik*, vol. 1, no. 1, pp. 1–11, 2012.
- [15] S. Sutopo, "Analisis Kebijakan Publik," *Buku ajar diklatpim tingkat III, Lemb. Adm. Negara-Republik Indones. Jakarta*, pp. 78–93, 2001.