DETERMINANTS OF HEAVILY DAMAGED FIXED ASSETS MANAGEMENT SUCCESSFUL MODERATED BY LEADER COMMITMENT

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ABSTRACT

The objective of this research is to examine the effect of human resource (HR) competence, supervision and control, and regulation on the successful of heavily damaged fixed assets management moderated by leader commitment in central government. The research was conducted at the Ministry of Public Works and Housing (PUPR) with 139 respondents whose selection was carried out with certain criteria or judgmental sampling method. The sample consists of employees who are accustomed to process heavily damaged fixed assets so that they are expected to have a good understanding of State-Owned Assets (BMN) management. The data analysis method uses SEM-PLS with the help of the SmartPLS 3.0 program. The results showed that HR competence, supervision and control, and regulation positively affect the successful of heavily damaged fixed assets management. Furthermore, leader commitment as a moderating variable cannot strengthen the relationship between HR competence on the successful of heavily damaged fixed assets management, weaken the relationship between supervision and control on the successful of heavily damaged fixed assets management, but can strengthen the relationship between regulation on the successful of heavily damaged fixed assets management.

Keywords: human resource competence, supervision and control, regulation, leader commitment, asset management, heavily damaged fixed assets management

INTRODUCTION

BMN is known as public assets which include inventory, fixed assets, and other assets. The government uses fixed assets in its daily operations to support the implementation of tasks and functions in the context of services to the community (Puspitarini et al., 2017). In line with their use, fixed assets will experience a decline in condition or capacity (Komite SAP, 2007), There will be a time when the asset is no longer able to function because it is heavily damaged. Heavily damaged assets can cause micro and macro problems, namely the need for extra protection that does not interfere with office operations and burdens the balance sheet in the Financial Statements (Arimbawa et al., 2013). The heavily damaged assets management can be carried out through a business process that starts with identifying assets' condition, determining the cause of asset write-off, carrying out the write-off process, reporting asset write-offs (Sukesa, 2023).

At the Ministry of PUPR as the central government agency with the largest asset value, the problem of heavily damaged fixed assets is still a focus to be resolved immediately. Broadly speaking, the problem of fixed assets with heavily damaged conditions can be divided into two, including: (1) have moved the recording into fixed assets that are not used in government operations but have not yet been written off, and (2) have not moved the recording into fixed assets that are not used in government operations so that they cannot be written off. Problems in the implementation of heavily damaged fixed assets management are caused by BMN management officers who are less careful in guiding the provisions related to BMN and Government Accounting Standards (SAP), lack of supervision and control implementation, and BMN management that has not been fully implemented in accordance with the provisions (BPK RI, 2023). Government agencies need to continue to make improvements so that the heavily damaged fixed assets management is successful with fewer findings in the audit and the implementation of procedures for resolving heavily damaged fixed assets properly.

The Ministry of PUPR as one of the public sector agencies works to manage the state budget for the greatest benefit of the community. This is in line with the stewardship theory that places the community as the principal and the government as a steward who acts for the benefit of the community by putting aside personal interests. Referring to the assumptions of the stewardship theory, stewards are responsible for presenting good financial statements to their principals

(Podrug, 2011). In the scope of government, BMN in the form of fixed assets often contributes to many problems related to its management practices and is often a concern for users of financial statements because of its large value (Sibuea, 2021).

Human resources (HR) is an important element that makes up the organization and acts as a driving force for the organization in achieving its goals. Kriege et al. (2016) stated that humans are the determining factor for success in managing physical assets. The implementation of asset management needs to be supported by sufficient human resources and have competence in managing physical assets (Awaludin et al., 2018). The organization's need for human resources not only emphasises the quantity but also the quality available must be adequate. The success of asset management is determined by the development of HR capabilities that are closely related to increasing HR productivity towards the tasks carried out (Harfianah & Faisal, 2023). The lack of human resources understanding on BMN transfer (BMN grants) results in a more protracted process of transfer implementation at the Ministry of PUPR (Agustiningsih, 2020), this is in line with the problem of managing heavily damaged fixed assets, one of which is caused by less careful BMN management officers (BPK RI, 2023). HR competence is an impetus in carrying out duties and responsibilities in achieving organizational goals as stated in the stewardship theory (Donaldson & Davis, 1991).

Problems in BMN management are closely related to weaknesses in the Internal Control System (SPI) caused by a lack of supervision and control (Fluorina, 2015). The implementation of BMN supervision and control is still a problem in the heavily damaged fixed assets management at the Ministry of PUPR (BPK RI, 2023). Mininstry of Finance (2021) published Minister of Finance Regulation (PMK) Number 207/PMK.06/2021 concerning BMN Supervision and Control in order to strengthen organization and to improve the quality of BMN supervision and control. The importance of BMN supervision and control's role is that it allows government agencies to know the condition and description of assets in their control as a whole, which ultimately results in determining the right strategy in dealing with BMN problems. BMN supervision and control is an action performed continuously by steward to provide confidence in the achievement of organizational goals through state assets management.

Public organizations are managed based on regulations or provisions that have been agreed to be obeyed together. Regulations are formed as a form of organizational policy that is binding as a reference to deal with various issues both from within and outside the organization. In the context of asset management, regulations are very important as guidelines that provide guidance on proper asset management (Lu, 2011). Research results by Faridah et al. (2023) recommends that the government develop appropriate and reasonable regulations and standards to optimise asset management within the Aceh government. Clear regulations can facilitate stewards in carrying out activities in the organization appropriately.

Previous empirical research has discussed a lot related to fixed asset management, but still not found that discusses topics more specifically related to the heavily damaged fixed assets management. This research was conducted because there is a phenomenon in the form of problems in the heavily damaged fixed assets management at the Ministry of PUPR as a central government agency (BPK RI, 2023). This research was conducted to find solutions that can encourage the successful of heavily damaged fixed assets management by proving the influence of human resource competencies, supervision and control and regulation.

There are previous researches that prove that human resource competencies affect asset management, such as the research by Arlini et al. (2014), Rosihan et al. (2017), Nurinawati (2018), Ekayanti et al. (2018), Wahyuni et al. (2018), Syaifudin et al. (2020), Yuliana et al. (2021), and Azhar et al. (2022). The results of this study are contrary to the research by Tauhid et al. (2018), Bria (2019), and Harfianah & Faisal (2023) which did not find the influence of human resource competencies on fixed asset management. The previous researches that proves that the internal control system affects asset management include the researches by Mainar et al. (2017), Ekayanti et al. (2018), Astini (2018), Bria (2019), Syaifudin et al. (2020), Yuliana et al. (2021), and Faridah et al. (2023). The results of this study are in contrast to the research by Dharma et al. (2023) which found that there is no relationship between the quality of internal control and the efficiency of local governments in managing their fixed assets. Previous research that proves that regulation affects asset management, such as Arlini et al. (2014), Rosihan et al. (2017), Mainar et al. (2017), Nurinawati (2018), and Yuliana et al. (2021). The results of these studies are in contrast to research Rulyanti (2016) which examines the effect of regulations on village financial management in Bondowoso Regency. Based on this explanation,

researchers still find inconsistent results, especially on the effect of human resource competence on asset management. As a form of novelty, this study added an independent variable of supervision and control specifically for BMN as a substitute for the internal control system variable that was mostly used in previous studies. Researchers also added an independent variable of regulation to represent the statement in the BPK RI findings that the problem in heavily damaged fixed assets management is because it has not been fully implemented in accordance with the provisions. The leader is the centre of the group who is able to move people to achieve organizational goals, so leader commitment is also added as a moderating variable to prove its influence on the relationship between the independent variables (human resource competence, supervision and control, and regulation) and the dependent variable (successful of heavily damaged fixed assets management).

LITERATURE REVIEW

Stewardship theory is a derivative of agency theory which has a different approach. Stewardship theory is rooted in psychology and sociology and is designed to explain the situation of stewards who act in the interests of the principal over their own interests (Rahmawati & Indonesia, 2018). The steward's behaviour will not conflict with the interests of the organization because the steward believes that there is a close relationship between organizational success and principal satisfaction. An important assumption of the stewardship theory is that the steward will align the organization's goals with those of the principal (Raharjo, 2007). Research findings in the public sector question the assumptions underlying economic theory and highlight the importance of intrinsic motivations that drive individual behaviour (Kluvers & Tippett, 2011). In line with stewardship theory that is oriented towards the interests of the principal, public sector organizations also prioritise the interests of the public/society over the interests of the steward. This research was conducted in a public sector organization, namely the Ministry of PUPR to explain the stewardship theory of HR competencies, BMN supervision and control, and regulations by involving leader commitment as a variable that can affect the relationship between these variables.

Success refers to an achievement of the stages that have been planned to be carried out within a certain period of time. In the context of managing heavily damaged fixed assets, success is determined by the implementation of stages in the settlement of heavily damaged fixed assets. The settlement step cannot be separated from the business process that will be passed through. Based on the Government Regulation Number 27 of 2014 concerning Management of State/Regional Property, The process of managing heavily damaged fixed assets starts from the stages of identifying asset conditions, determining the causes of asset write-offs, carrying out the write-off process, reporting asset write-offs.

A management philosophy oriented towards employee engagement to improve organizational performance is consistent with the principles of stewardship theory. Rahmawati et al. (2018) said that employee engagement can be done by prioritising empowerment in various aspects such as innovation, skills and increasing employee knowledge. Empowerment results in increased capabilities that can encourage employee initiative so as to accelerate problem solving (Supriyadi & Syaiful, 2024). As a result, improvements in the HR competency factor can boost the success of asset management (Nurinawati, 2018). The research results by Rosihan et al. (2017), Nurinawati (2018), Ekayanti et al. (2018), Wahyuni et al. (2018), Syaifudin et al. (2020), Yuliana et al. (2021), and Azhar et al. (2022) found that human resource competencies affect asset management.

H1 : Human resource competence has a positive effect on the heavily damaged fixed assets management successful.

Davis et al. (1997) stated that based on stewardship theory, stewards behave collectively and pro-organization to achieve goals. The government as a steward will work together as a group in an effort to minimise the possibility of unexpected things happening and avoid conflicts of interest between stewards and principals (Puyvelde et al., 2012). In line with stewardship theory, in general the government has an internal control system that can provide confidence in the achievement of organizational goals by involving leaders and employees in every activity process on an ongoing basis. Control plays an important role in ensuring the administration of regional asset management is organised in an orderly manner (Syaifudin et al., 2020). Supervision and control highlighted in this study is part of internal control in the government, which focuses on BMN. Through supervision and control, the steward will receive a description and condition of the assets in his control, identify problem assets to analyse problems to determine the right strategy and control. BMN supervision and control carried out can bridge the steward's goal in achieving successful of heavily damaged fixed assets

management. Research results by Mainar et al. (2017), Ekayanti et al. (2018), Astini (2018), Bria (2019), Syaifudin et al. (2020), Yuliana et al. (2021), and Faridah et al. (2023) found that the internal control system affects asset management.

H2 : Supervision and control have a positive effect on the heavily damaged fixed assets management successful.

Puyvelde et al. (2012) stated that based on the stewardship theory, stewards adhere to the satisfaction of the principal, are motivated by organizational goals and act for the satisfaction of stakeholders. In government organizations, regulations refer to statements, standards or procedures that become references in the implementation of activities (Nurinawati, 2018). As a reference, regulations must be obeyed and carried out so that the organization's management process runs in an orderly manner according to the provisions and avoids irregularities that can harm the principal so that it leads to the achievement of organizational goals that are aspired to together. The existence of regulations can make it easier for the government as a steward to carry out activities in an orderly and precise manner so that organizational goals in the form of successful asset management can be achieved. Research results by Rosihan et al. (2017), Mainar et al. (2017), Nurinawati (2018), and Yuliana et al. (2021) found that regulation affects asset management.

H3: Regulation has a positive effect on the heavily damaged fixed assets management successful.

Davis et al. (1997) stated that stewards have high identification with the organization. Identification is a state when stewards define themselves as an organization by fully accepting the vision and mission and maximising efforts to achieve organizational goals. Identification is closely related to value commitment or attachment to the organization and is the psychological profile of a steward, so that in the context of the principal-steward relationship, stewards are described as individuals with high value commitment. Kartono (2009) defines a leader as an individual who has special abilities and expertise in a field, so as to be able to direct others to jointly carry out certain activities in order to achieve one or several goals. Penelitian Azhar et al. (2022) found that the leader commitment variable as moderation has an important role in strengthening the effect of human resource quality on asset management in the Langsa City Working Unit. This is in line with research Yuliana et al. (2021) which proves that with the support of the leader's commitment, the quality of the state apparatus is able to have a positive influence on the effectiveness of asset

management in the Bengkalis Regency Regional Government.

H4 : Leader commitment strengthens the influence of human resource competencies on the heavily damaged fixed assets management successful.

The stewardship theory states that the characteristics of organizations that implement principal-steward relationships include high identification with the organization. Stewards who does the self-identifies with the organization assume that the performance of the organization refers to personal performance so that the failure of the organization to achieve the goal can make steward feel hopeless. Self-identification makes steward more motivated to help the organization to achieve success, empowerment of motivated steward stimulates the freedom of initiative to drive success. Supervision and control in this study is part of internal control in government, especially related to BMN or public assets. Based on the provisions in the regulations, the leader of the work unit is responsible for the implementation of periodic supervision and control in the work unit under his control. This statement is supported by empirical research by Wicaksono (2013) which proves that successful leadership has a significant role in internal control. Referring to the stewardship theory, by adding the leader's commitment, it is expected to strengthen the role of BMN supervision and control towards the successful of heavily damaged fixed assets management.

H5 : Leader commitment strengthens the influence of supervision and control on the heavily damaged fixed assets management successful.

The stewardship theory has the principle that the steward adheres to the satisfaction of the principal so that he is motivated to achieve organizational goals that can please the principal (Puyvelde et al., 2012). In government organizations, regulations become a reference in the implementation of activities (Nurinawati, 2018). Implementing regulations in organizational activities in an orderly manner can protect the organization from possible irregularities that harm the principal. Thus, regulation can make it easier for stewards to achieve organizational goals. Research by Arlini et al. (2014) conducted in BKKBN proves that regulations affect asset management not just as a symbol, but regulations must be comprehensive and easy to understand and practice in order to produce orderly asset management. The effectiveness of leadership demonstrated by the leader affects the interpretation and enforcement of rules in the organization (Putri et al., 2020). A committed

leader will ensure compliance by all members of the organization with the guidelines governing organizational activities, namely regulations. Referring to stewardship theory, adding leader commitment is thought to strengthen the role of regulation in the realisation of heavily damaged fixed assets management successful.

H6 : Leader commitment strengthens the influence of regulations on the heavily damaged fixed assets management successful.

RESEARCH METHODS

This research uses an explanatory quantitative method. Explanatory research intends to explain a generalisation of the sample to the population in general or explain the relationship or influence between several variables using hypotheses (Bungin & Mashudi, 2022). The data processed is primary data obtained by survey through questionnaires. The population in this study were employees of the Ministry of Public Works and Housing who were involved in BMN management. Sampling in this study with purposive sampling with judgement sampling technique. The selected sample criteria are employees at the Ministry of Public Works and Housing Work Units throughout Indonesia who have been and/or are accustomed to manage heavily damaged fixed assets so that they are expected to have a good understanding of BMN management. The employees in question are not limited to the State Civil Apparatus (ASN) but also include honorary employees and Individual Consultants (KI), so the population size in this study cannot be ascertained. The sample size was determined based on Roscoe (1975) which states that the sample size should be several times (10 times or more) greater than the number of study (Bougie & Sekaran, 2020). So that by considering the number of variables in this study as many as 5, the number of samples determined is at least 50 respondents.

The variable of heavily damaged fixed assets management successful is measured by indicators taken from the article by Sukesa (2023) include (1) identifying the condition of the asset, (2) determining the reason for the write-off, (3) carrying out the write-off process, and (4) reporting the write-off of the asset. The human resource competence variable is adapted from Tanihatu's (2019) research which includes (1) knowledge, (2) education, (3) experience, and (4) training. The supervision and control variable is adapted from Fluorina's research (2015) which is adjusted to PMK Number 207 of 2021 which includes (1) monitoring and (2) controlling. Regulatory variables are adapted from Rulyanti's research (2016) which includes (1) availability of regulations, (2) socialisation, (3) understanding, (4) ease of implementation, (5) response to regulations, (6) availability of support for Public Works And Housing Ministry regulations to central regulations, and (7) linkage of one regulation with other regulations. The leader commitment variable was adapted from research by Dharma et al. (2023) which includes (1) setting policies, (2) providing the required resources, (3) involving supervisory work, and (4) improvement policies.

RESULTS AND DISCUSSION
Results
Data Collection Results

The total data of respondents' answers collected was 139 data. Information related to the identity of respondents who contributed to the research can be seen in the demographic data in the questionnaire. The information includes gender, age, length of experience handling BMN, latest education, frequency of attending education and training/technical guidance related to BMN.

Table 1. Respondent Demographic Data

No	Description	Total	Percentages
1.	Gender		
	a. Male	98	70,50%
	b. Female	41	29,50%
	TOTAL	139	100%
2.	Age		
	a. < 30 years old	13	9,35%
	b. 30 – 39 years old	65	46,76%
	c. 40 – 49 years old	41	29,50%
	d. > 50 years old	20	14,39%
	TOTAL	139	100%

No	Description	Total	Percentages
3.	Experience in handling BMN		
	a. < 5 years	32	23,02%
	b. 5 – 10 years	54	38,85%
	c. > 10 years	53	38,13%
	TOTAL	139	100%
4.	Latest education		
	a. High School / Equivalent	18	12,95%
	b. Diploma	15	10,79%
	c. Bachelor	85	61,15%
	d. Master	21	15,11%
	TOTAL	139	100%
5.	Frequency of attending education and training / technical guidance related to BMN management		
	a. Never	14	10,07%
	b. Rarely	90	64,75%
	c. Sometimes	31	22,30%
	d. Very often	4	2,88%
	TOTAL	139	100%

Based on Table 1 above, the gender proportion of respondents who filled out the questionnaire with a percentage of men 70.50% and women 29.50%. Age data of employees involved in the management of BMN heavily damaged fixed assets in this study are dominated by the age of 30-39 years (46.76%) which is a productive age in work. The majority of respondents or 76.98% have more than 5 years of experience in handling BMN. The last education attained by respondents is dominated by undergraduate (S1), meaning that the education level of the majority of respondents who understand the management of damaged fixed assets is high. In terms of competence, 89.93% of respondents have participated in training and/or technical guidance, only a handful have never participated in training and/or technical guidance (10.07%).

Description of Questionnaire Answers

Table 2. Descriptive Statistical Analysis

Variable	Mean	Modus	Minimum	Maximum	Standard Deviations
HR Competence (X1)	5,199	6,000	1,000	6,000	0,875
Supervision and Control (X2)	5,220	5,000	1,000	6,000	0,865
Regulation (X3)	5,126	5,000	1,000	6,000	0,807
Successful Management (Y)	5,194	6,000	1,000	6,000	0,991
Leader Commitment (Z)	5,051	5,000	1,000	6,000	0,914

Evaluation of the Research Hypothesis Model
Outer Model Measurement
Convergent Validity

Convergent validity in this study was calculated using the outer loading and AVE parameters. Rules of thumb for convergent testing parameters outer loading of > 0.700 and AVE of > 0.500 (Abdillah & Hartono, 2015).

Table 3. Outer Loading and AVE Value

Variable	Indicator	Outer Loadings	AVE	Conclusion
	SDM1	0,876		Valid
	SDM2	0,849		Valid
Human Resources (HR) Competence	SDM3	0,705	0,669	Valid
	SDM4	0,847		Valid
	SDM5	0,800		Valid

Variable	Indicator	Outer Loadings	AVE	Conclusion
Supervision and Control (SC)	PP1	0,792		Valid
	PP2	0,797		Valid
	PP3	0,839		Valid
	PP4	0,881	0,682	Valid
	PP5	0,864		Valid
	PP6	0,816		Valid
	PP7	0,800		Valid
	PP8	0,813		Valid
Regulation (REG)	REG1	0,864		Valid
	REG2	0,882		Valid
	REG3	0,814		Valid
	REG4	0,743	0,716	Valid
	REG5	0,876		Valid
	REG6	0,843		Valid
	REG7	0,890		Valid
Heavily Damaged Fixed Assets Management Successful (PAT)	PAT1	**0,560**		Valid
	PAT2	0,832		Valid
	PAT3	0,740	0,570	Valid
	PAT4	0,829		Valid
	PAT5	0,780		Valid
Leader Commitment (PMP)	PMP1	0,900		Valid
	PMP2	0,883		Valid
	PMP3	0,812		Valid
	PMP4	0,943	0,807	Valid
	PMP5	0,900		Valid
	PMP6	0,900		Valid
	PMP7	0,942		Valid

In table 3, there is one indicator with an outer loading value of 0.570 (i.e. PAT1 indicator). Although the outer loading value is below the provisions, the AVE value has met the minimum requirement of above 0.500. PAT1 indicators with outer loading ≥ 0.4 to < 0.7 are retained by considering other reliability parameters and convergent validity parameters.

Discriminant Validity

This study uses cross loading as a parameter to measure discriminant validity. Rules of thumb cross loading value of more than 0.700 (Abdillah & Hartono, 2015) and has the largest correlation with related variables.

Table 4. Cross Loading Value

Indicator	(SDM)	(PP)	(REG)	(PAT)	(PMP)
SDM1	**0,876**	0,633	0,688	0,628	0,641
SDM2	**0,849**	0,702	0,700	0,645	0,616
SDM3	**0,705**	0,506	0,575	0,545	0,464
SDM4	**0,847**	0,664	0,688	0,660	0,571
SDM5	**0,800**	0,731	0,711	0,683	0,578
PP1	0,613	**0,792**	0,693	0,658	0,681
PP2	0,614	**0,797**	0,700	0,639	0,649
PP3	0,652	**0,839**	0,780	0,667	0,692
PP4	0,733	**0,881**	0,815	0,780	0,673
PP5	0,728	**0,864**	0,771	0,715	0,708
PP6	0,626	**0,816**	0,685	0,622	0,617
PP7	0,594	**0,800**	0,658	0,611	0,553
PP8	0,688	**0,813**	0,726	0,710	0,588
REG1	0,788	0,821	**0,864**	0,757	0,695
REG2	0,724	0,827	**0,882**	0,740	0,753

Indicator	(SDM)	(PP)	(REG)	(PAT)	(PMP)
REG3	0,700	0,724	**0,814**	0,600	0,697
REG4	0,597	0,592	**0,743**	0,585	0,606
REG5	0,687	0,741	**0,876**	0,700	0,720
REG6	0,673	0,751	**0,843**	0,685	0,648
REG7	0,707	0,753	**0,890**	0,661	0,738
PAT1	0,411	0,470	0,431	**0,560**	0,396
PAT2	0,685	0,763	0,715	**0,832**	0,558
PAT3	0,552	0,625	0,634	**0,740**	0,535
PAT4	0,638	0,644	0,642	**0,829**	0,485
PAT5	0,605	0,556	0,568	**0,780**	0,368
PMP1	0,690	0,739	0,812	0,625	**0,900**
PMP2	0,593	0,697	0,732	0,520	**0,883**
PMP3	0,534	0,589	0,614	0,518	**0,812**
PMP4	0,660	0,714	0,762	0,585	**0,943**
PMP5	0,581	0,687	0,703	0,513	**0,900**
PMP6	0,695	0,729	0,756	0,558	**0,900**
PMP7	0,661	0,746	0,763	0,590	**0,942**

In table 4, the outer loadings value has met the minimum value requirement of more than 0.700 and the largest indicator in the related variable compared to other variables. The value in table 4 shows that discriminant validity has been fulfilled.

Reliability Test

The parameters used to test the reliability of questionnaire answers in this study are Cronbach's Alpha and composite reliability. Rules of thumb of Cronbach's Alpha and composite reliability must be bigger than 0.700 (Abdillah & Hartono, 2015).

Table 5. Cronbach's Alpha and Composite Reliability values

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
SDM	0,874	0,909	Reliable
PP	0,933	0,945	Reliable
REG	0,933	0,946	Reliable
PAT	0,806	0,867	Reliable
PMP	0,960	0,967	Reliable

In table 5, the Cronbach's alpha and composite reliability values have met the minimum requirements, all values are greater than 0.700. The values in the table above indicate that reliability has been met.

Structural Model Testing (Inner Model)
R^2 Value

The R^2 value is used to measure the extent to which the dependent variable can be explained by the independent variable in a research model. (Hair et al., 2022). The R^2 value of the PAT variable is 0.746 or 74.6%. The results of the R_2 calculation explain that the Successful of Heavily Damaged Fixed Assets Management variable is influenced by the independent variable by 74.6%, while the remaining 25.4% is influenced by other variables not in this study.

Table 6. R Square Test Results

Variable	R^2
Heavily Damaged Fixed Assets Management Successful	0,746

Hypothesis Testing

The results of hypothesis testing are seen from the path coefficient and significance test results. The path coefficient is seen from the original sample (O) value to determine the magnitude and direction of the influence of the independent variable on the dependent variable. The significance test is seen from the T statistics and P values. The criteria for accepting the hypothesis in this study include a positive original sample (O) value, T statistics (one-tailed) above 1.64, and P values below 0.05.
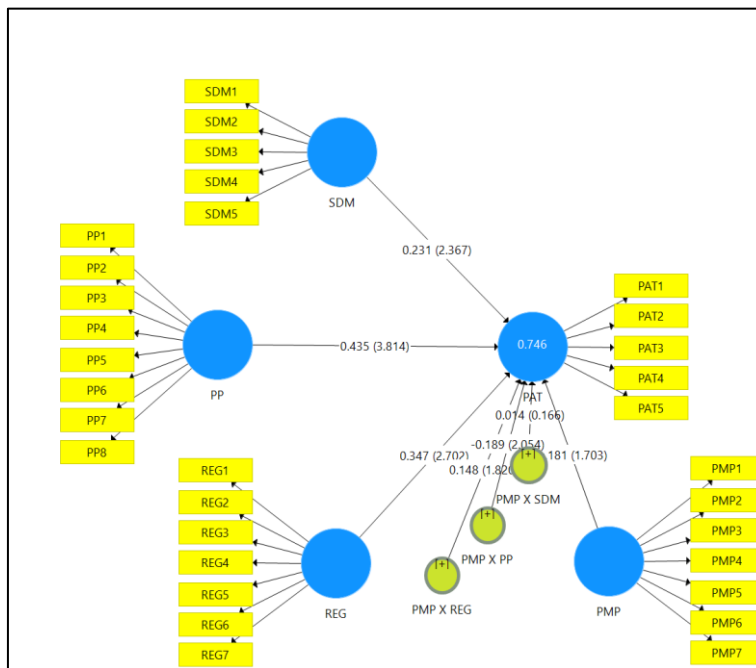
Figure 1. Structural Model Hypothesis Testing Results

The results of testing path coefficients and significance in table 7 are the basis for making decisions to accept or reject the hypothesis that has been set.

Table 7. Hypothesis Testing Results

Hypotesis	Variable	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Description
H1	SDM has a positive effect on PAT	0,231	2,367	0,009	Accepted
H2	PP has a positive effect on PAT	0,435	3,814	0,000	Accepted
H3	REG has a positive effect on PAT	0,347	2,702	0,003	Accepted
H4	PMP strengthens the effect of SDM on PAT	0,014	0,166	0,434	Rejected
H5	PMP strengthens the effect of PP on PAT	-0,189	2,054	0,020	Rejected
H6	PMP strengthens the effect of REG on PAT	0,148	1,820	0,034	Accepted

Based on table 7, the results of hypothesis testing can be explained as follows:

1. The test results in table 7 find that the path coefficient indicated by the original sample value has a positive value of 0.231. The t statistics value of 2.367 is greater than the critical value of 1.64 (5% significance level) and the p value of 0.009 is smaller than 0.05 (5% significance level). Based on the criteria for acceptance and rejection of the hypothesis seen from the path coefficient, t statistics and p value, it shows that **hypothesis 1 is accepted.**

2. The test results in table 7 find that the path coefficient indicated by the original sample value has a positive value of 0.435. The t statistics value of 3.814 is greater than the critical value of 1.64 (5% significance level) and the p value of 0.000 is smaller than 0.05 (5% significance level). Based on the criteria for acceptance and rejection of the hypothesis seen from the path coefficient, t statistics and p value, it shows that **hypothesis 2 is accepted.**

3. The test results in table 7 show that the path coefficient indicated by the original sample value has a positive value of 0.347. The t statistics value of 2.702 is greater than the critical value of 1.64 (5% significance level) and the p value of 0.003 is smaller than 0.05

(5% significance level). Based on the criteria for acceptance and rejection of hypotheses seen from the path coefficient, t statistics and p value, it shows that **hypothesis 3 is accepted.**

4. The test results in table 7 show that the path coefficient indicated by the original sample value has a positive value of 0.014. The t statistics value of 0.166 is smaller than the critical value of 1.64 (5% significance level) and the p value of 0.434 is greater than 0.05 (5% significance level). Based on the criteria for acceptance and rejection of the hypothesis seen from the path coefficient, t statistics and p value, it shows that **hypothesis 4 is rejected.**

5. The test results in table 7 show that the path coefficient indicated by the original sample value has a negative value of 0.189. The t statistics value of 2.054 is greater than the critical value of 1.64 (5% significance level) and the p value of 0.020 is smaller than 0.05 (5% significance level). Based on the criteria for acceptance and rejection of hypotheses seen from the path coefficient, t statistics and p value, it shows that **hypothesis 5 is rejected.**

6. The test results in table 7 show that the path coefficient indicated by the original sample value has a positive value of 0.148. The t statistics value of 1.820 is greater than the critical value of 1.64 (5% significance level) and the p value of 0.034 is smaller than 0.05 (5% significance level). Based on the criteria for acceptance and rejection of the hypothesis seen from the path coefficient, t statistics and p value, it shows that **hypothesis 6 is accepted.**

Discussion
Human Resource Competence Positively Affect the Heavily Damaged Fixed Assets Management Successful

The results of hypothesis 1 testing show that hypothesis 1 is accepted. The results of hypothesis testing prove that human resource competence has a positive effect on the successful of heavily damaged fixed assets management. The findings imply that the higher the competence of human resources, the higher the success of heavily damaged fixed assets management. The results of this study are consistent with the results of the studies by Arlini et al. (2014), Rosihan et al. (2017), Ekayanti et al. (2018), Wahyuni et al. (2018), Nurinawati (2018), Syaifudin et al. (2020), (Azhar et al., 2022), and Yuliana et al. (2021) which shows that competence has a positive effect on asset management.

The results of this study are in accordance with stewardship theory which emphasises employee involvement-oriented management to improve organizational performance. Training and empowerment will result in increased competence that can drive initiatives (Supriyadi & Syaiful, 2024). The ability or competence of human resources is a challenge in ensuring the implementation of asset management. (Shah et al., 2017). Organizations need employees who are qualified in asset management to improve the successful of heavily damaged fixed assets management.

In line with Nurinawati (2018) statement and connected with the test results in this study, it proves that the competence of employees at the Ministry of Public Works and Housing positively affects the successful of heavily damaged fixed assets management. The competencies referred to in this study include knowledge, education, experience, and training. Employees must understand and guide the instructions for carrying out tasks, have a suitable educational background with the field of duties carried out, be actively involved in tasks to increase experience, and participate in education and training organised by the Ministry of Public Works and Housing's Human Resources Development Agency. Competent employees can complete tasks and work more quickly and accurately in supporting the success of asset management.

The findings of this study imply that the organizations, mostly the public organizations like the Ministry of Public Works and Housing, ought to prioritize enhancing the human resources competence through training and development. This contributes to the enhancement of service delivery, and likewise, equips the employees with the needed skills in anticipation of more challenging tasks in the near future. Additionally, according to stewardship theory, it is vital that the organizations give attention to their employees and how they assist in making decisions about organizational activities and work processes. Such engagement-based management practices are aimed at making employees more proactive in fulfilling their roles, facilitating the management of resources, and improving overall organizational outcomes. Therefore, it is imperative for the organizations to also integrate appropriate training mechanisms that will aim at the employees' enhancement of knowledge and skills in the current areas of need; that of proper management of fixed assets. Equipping individuals with the relevant knowledge will also enhance quick resolution of conflicts and effective decision making.

Through this research, we can extend the theoretical perspectives on the stewardship theory which stresses on the role of the employees in the organization. The enhancement of the competencies will lead the employees to become more engaged and accountable for the management of the company's resources. Moreover, the findings of this research assert that competencies play a role not only on routine activities but also a critical component in the effectiveness of more sophisticated asset management. These findings hence give rise to issues of research on the aspects of competencies that can be related to performance of asset management. Finally, the results of this study can provide insightful insights for research that looks at other elements such as organizational culture or incentive systems or even information technology support which also affect asset management.

Supervision and Control Positively Affect the Heavily Damaged Fixed Assets Management Successful

The results of hypothesis 2 testing show that hypothesis 2 is accepted. The results of hypothesis testing prove that supervision and control have a positive effect on the successful of heavily damaged fixed assets management. The results of this study are in line with the findings of Bria (2019), Ekayanti et al. (2018), Astini (2018), Syaifudin et al. (2020), Mainar et al. (2017), and Yuliana et al. (2021) which shows that the internal control system has a positive effect on asset management. Supervision and control in this study is part of internal control in the government, which focuses on BMN. Similar to supervision and control, the internal control system allows stewards to receive an overview of existing problems in the field.

The government implements an internal control system to provide assurance over the achievement of organizational goals by involving all employees in every continuous activity process. This is in accordance with the theory of stewardship, as explained by Puyvelde et al. (2012) that believed that stewards will work in groups to achieve goals, minimise unexpected possibilities, and avoid conflicts of interest between stewards and principals. Therefore, BMN supervision and control can be a bridge to the successful of heavily damaged fixed assets management at the Public Works And Housing Ministry.

Internal supervision in the Public Works And Housing Ministry Work Unit can oversee the success of the organization by minimising BMN governance errors and become a guide for the

principal and steward in deciding on effective control measures. In the context of this research, it can be concluded that the Public Works And Housing Ministry believes that BMN supervision and control can encourage the successful of heavily damaged fixed assets management.

This conclusion supports the principles of stewardship theory, which is focused on enhancing the cooperation of all employees, fostering responsibility, and averting possible self-interests. Likewise, effective internal control is instrumental in detecting governance mistakes and mitigating their impact as well as in facilitating the decision-making process. By stressing the importance of BMN management, the study provides the justification for the need to devise particular measures geared towards improvement in asset use and responsibility in the management of public funds. It proposes training staff on a continual basis, introducing technological management systems, performing periodic audits on control mechanisms, and working with partners in order to enhance the management of assets.

Regulations Positively Affect the Heavily Damaged Fixed Assets Management Successful

The results of hypothesis 3 testing show that hypothesis 3 is accepted. The results of hypothesis testing prove that regulation has a positive effect on the successful of heavily damaged fixed assets management. The results of this study are in line with the findings of Nurinawati (2018), Rosihan et al. (2017), Arlini et al. (2014), Mainar et al. (2017), and Yuliana et al. (2021). These findings indicates that the existence of obstacles related to regulations on asset management will result in obstacles to the organization in carrying out asset management.

The steward is motivated by the organization's goals, is always concerned with the satisfaction of the principal, and acts for the satisfaction of the stakeholders (Puyvelde et al., 2012). Regulation is a reference that must be obeyed and applied so that the organization's management process runs orderly in accordance with applicable regulations so as to avoid irregularities that can harm the principal. The existence of regulations can make it easier for the government as a steward to carry out activities in an orderly and appropriate manner so that organizational goals in the form of successful asset management can be achieved.

The regulations referred to in this study are in the form of regulations and their derivatives both made by the central government, the Ministry of Finance to the Ministry of Public Works and Housing. Regulations that are hierarchically higher

are often general in nature so that specific elaboration is needed to suit the technicalities of the implementing organization. For this reason, implementing organizations generally express their support by issuing derivatives of these regulations in the form of regulations, decisions, and Standard Operating Procedures (SOPs). There are several regulations that serve as guidelines in the heavily damaged fixed assets management, especially in the Ministry of Public Works and Housing, starting from Government Regulation (PP) No. 27 of 2014, Regulation of the Minister of Finance (PMK) No. 83 of 2016, PMK No. 111 of 2014, PMK No. 181 of 2016, to Regulation of the Public Works And Housing Ministry No. 5 of 2020. Regulations must be aligned, consistent, and interrelated to protect the interests of the organization more effectively.

Parlikad & Jafari (2016) concluded that the regulations related to heavily damaged fixed assets management applied at the Ministry of Public Works and Housing can encourage the success of heavily damaged fixed assets management. In the context of this research, it can be concluded that regulations related to the management of heavily damaged fixed assets applied at the Ministry of Public Works and Housing can encourage the successful of heavily damaged fixed assets management. The Public Works And Housing Ministry provides support for central government regulations by issuing derivative regulations that are consistent and interrelated with regulations issued by the central government and the Ministry of Finance.

The implication of these findings is the importance of developing more specific and integrated regulations so that organizations can manage assets more effectively, especially in the context of heavily damage. The state and concerned bodies should not only have an up-to-date set of rules and regulations for the assets management process - the institutions charged with implementing these rules should also be in a position to convert the general rules into more specialized and applicative regulations. Therefore, the achievement of the effective management of assets is possible by minimizing possible regulatory constraints which can impede the progressive realization of the objectives.

Leader Commitment Cannot Strengthen the Influence of Human Resource Competence on the Heavily Damaged Fixed Assets Management Successful

The results of hypothesis 4 testing show that hypothesis 4 is rejected. The results of hypothesis testing prove that leader commitment cannot

strengthen the positive influence of human resource competence on the successful of heavily damaged fixed assets management. From these results it can be concluded that the presence of leader commitment does not make human resource competence have a significant influence on the successful of heavily damaged fixed assets management.

In the context of this study, it can be concluded that the high or low commitment of leaders cannot significantly strengthen the positive influence of human resource competence on the success of asset management. One of the indicators of human resource competence referred to in this study refers to the educational background of employees. In practice, leaders do not have the authority to choose employees who will be placed in the work units they lead. Often the educational background of employees placed in handling assets is not in accordance with what is needed.

From a theoretical standpoint, this study counters the widely held belief that any improvement in HR related performance and effectiveness must come with the commitment of leader. When it comes to the management of significantly distressed fixed assets, it is revealed that HR competencies such as their education and skills, for example, do not almost benefit from any leader commitment in achieving a positive outcome in managing assets. This implies that instead of leader commitment, other things like improved quality of infrastructure, better equipment or management systems may be the real factors in ensuring successful management of assets.

From a pragmatic stance, these findings are liable to provide significant signals for the organizational management and leaders, particularly for the industries that deal with extensively damaged fixed assets. The presence of leader commitment may not be enough to enhance the performance of HR functions, unless the human resources themselves, especially their level of education and skills, meet the job requirements. Such a situation requires a re-examination of the employee placement or recruitment strategy, more so for the posts that are technical in nature. One such system is the well-designed recruitment structure which allows for the active participation of the leaders in the selection of the employees and the modification of the qualifications of the employees.

Leader Commitment Weakens the Influence of Supervision and Control on the Heavily Damaged Fixed Assets Management Successful

The results of hypothesis 5 testing show that hypothesis 5 is rejected. The results of hypothesis testing prove that leader commitment weakens the positive influence of supervision and control on the successful of heavily damaged fixed assets management. From these results it can be concluded that when the commitment of the leader is higher, the influence of supervision and control on the successful of heavily damaged fixed assets management will be weak.

In the context of this study, leader commitment is defined as the determination realised through the efforts of the head of the work unit to carry out supervision and control in order to realise the successful of heavily damaged fixed assets management. Leaders with high commitment will always actively participate in finding solutions to problems and even intervene if necessary so that problems can be solved. When leader intervention is high, this will weaken the role of supervision and control, the stages of which have been regulated in PMK Number 207/PMK.06/2021. The leader's intervention has the potential to cause existing procedures to become disorganised because the leader prioritises things that are considered more urgent. This research shows that leaders or heads of work units at the Ministry of Public Works and Housing have applied stewardship theory to act in accordance with the interests of the organization.

When leaders overly interfere, chaos can ensue as the coronavirus prioritizes the most urgent tasks rather than following the due process. As a result, proper monitoring and control that are expected to be carried out at all times may be overlooked. It is, however, understood that when a leader intervenes, his reasons may be positive including the welfare of the organization. Nevertheless, it has the inverse effect of weakening the existing system of supervision and control that was put in place. The underlying research further indicates that the heads of work units or leaders in the Ministry of Public Works and Public Housing (PUPR) have practiced the stewardship theory meaning the leaders behave in the organization's best interest. While stewardship theory encourages altruistic leadership, this research shows that overbearing leadership brings adverse consequences, especially in furtherance of management that has prescribed processes. Therefore, proper weighting needs to be given to the commitment of the leader and the degree of enforcement of procedures during supervision and control. The governance structure that exists has to be maintained, and leaders have to ensure that interventions are undertaken with caution and care.

Leader Commitment Strengthens the Influence of Regulation on the Heavily Damaged Fixed Assets Management Successful

The results of hypothesis 6 testing show that hypothesis 6 is accepted. The results of hypothesis testing prove that leader commitment strengthens the positive influence of regulation on the successful of heavily damaged fixed assets management. The results of this study are in line with the findings of Yuliana et al. (2021) and Belo et al. (2018). This finding indicates that the regulation has real support from the leader so that it can significantly influence the success of managing heavily damaged fixed assets.

Based on stewardship theory, stewards are concerned with principal satisfaction, motivated by organisational goals and act for the satisfaction of stakeholders (Puyvelde et al., 2012). In an organisation, regulation serves as a tool that becomes a reference in solving the problem of heavily damaged fixed assets. Regulations that are implemented in an orderly manner can protect the organisation from possible deviations that harm the principal. Thus, regulations can make it easier for stewards to achieve organisational goals.

Belo et al. (2018) found that one of the most important and influential factors on asset management regulations is leader commitment. Leaders are people who have power in the organisation, the leader's commitment will be able to move people in the organisation to implement regulations that encourage successful asset management. This is in accordance with stewardship theory, stewards or leaders with high identification will maximise efforts to achieve organisational success. Knowing that regulations can boost success, leaders will activate people in the organisation to comply with regulations.

In the context of this study, stewards who are leaders of the Ministry of Public Works and Housing work units in the regions will be motivated to achieve organisational goals, namely the successful management of heavily damaged fixed assets. The head of the work unit at the Ministry of PUPR promotes employee awareness of regulations in asset management practices to achieve success. In other words, higher leader commitment can make the influence of regulations on the successful of heavily damaged fixed assets management stronger.

In order to be able to manage assets, especially those considered heavily damaged assets, It is necessary for the leaders to be at the forefront. Such leaders comprehend not only the significance of adherence to rules and regulations

but also how to enforce compliance at all levels of the organization. Those who internalize the goals of the organization will deploy resources and effort in pursuit of this kind of success. So, while the leaders' dedication reinforces the power of the rules, it also encourages the subordinates to follow the existing rules and regulations. In other words, when a leader is committed, the regulations that govern the management of fixed assets that are heavily damaged, in particular, shut down factories will be attached great importance. This research adds to the discourse on asset management by acknowledging the relevance of leader commitment in practice, that is when implementing rules and the regulations and more importantly offering recommendations that can assist public sector organizations enhance their asset management through proper leadership and legislation.

CONCLUSION

This study aims to test and provide empirical evidence on the effect of human resource competence, supervision and control, and regulation on the successful of heavily damaged fixed assets management. This study also adds leader commitment as moderation in the influence of human resource competence, supervision and control, and regulation on the successful of heavily damaged fixed assets management. This research was conducted at the Ministry of Public Works and Housing with a survey method in the form of a questionnaire sent to respondents via WhatsApp. Respondents who gave answers were 139 people.

Determinants that affect the successful of heavily damaged fixed assets management in government organisations can be explained by stewardship theory. Based on the results of hypothesis testing, it can be concluded that the determinants of human resource competence, supervision and control, and regulation have a positive effect on the successful of heavily damaged fixed assets management. Competence in this study is able to encourage the successful of heavily damaged fixed assets management. Government organisations that are oriented towards employee engagement will maximise empowerment and training which is part of efforts to improve competencies to prioritise collective goals, namely encouraging the performance of management of heavily damaged assets. Supervision and control in this study are able to improve the success of managing heavily damaged fixed assets. Supervision and control help organisations in recognising the current condition of BMN management to map out solutions to

problems that arise in asset management. The regulations in this study proved to be able to encourage the management of heavily damaged fixed assets in a better direction. The management of heavily damaged fixed assets is regulated by referring to regulations that can facilitate the organisation.

This study proves that leader commitment cannot strengthen the influence of human resource competence on the successful of heavily damaged fixed assets management. This happens because leaders do not have the authority to determine the educational background of employees placed in work units. This study also proves that leader commitment weakens the role of supervision and control on the successful of heavily damaged fixed assets management. Highly committed leaders tend to intervene in problems that are seen as priorities so that they can weaken the role of supervision and control that has previously been regulated in a regulation. In further testing, leader commitment is proven to strengthen the role of regulation in influencing the successful of heavily damaged fixed assets management. Work unit leaders will be motivated to achieve successful of heavily damaged fixed assets management by making adherence to regulations a guideline in asset management practices.

To improve the management of heavily damaged fixed assets, it is necessary to enhance the human resource competence through effective training and empowerment. In addition, supervision and control shall be reinforced with a systematic mechanism to ensure that there is continuous oversight of the state of the assets and that problems are solved inappropriately and timely. The regulatory framework also needs to be enhanced so that asset management is made more effective and compliant with the existing laws. The leadership commitment should be focused on ensuring compliance to rules whilst discouraging unnecessary encroachment into the monitoring processes apart from when it becomes completely unavoidable. All these will enhance the effective management of fixed assets that are highly damaged.

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