

Management of Public Assets Study Management of Lake Limboto Gorontalo District

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Abstract: The National Conference of Lakes in Indonesia, Bali on 2009 by 9 State Ministers of the Republic of Indonesia has established 10 critical lakes in Indonesia that are priorities, strategic functions for national interests, and sustainable lake management including Limboto lake (Germadani 2015). Being a place to revolutionize asset management, build new public asset management for Limboto lake management with an inspiring spirit of role and interaction pattern of actors towards partnership and collaboration governance (CG). This research article aims to analyze and explain the management of public asset Limboto lake management study in Gorontalo regency, based on classical control by playing the role and creative cooperation of actor in realizing good collaboration governance (GCG). The data was collected using open interview techniques to the Government (related SKPD at Gorontalo, Gorontalo and Gorontalo Provinces), Private and Community Analysis was conducted descriptively by case study. The research findings are the strengthening and development of Limboto lake management model based on asset management, prototype (G2B, G2C, G2G, B2C) (Nyachhton, 2006) on the interaction of actors and (Budiati, 2012) on good governance as a form of partnership and collaboration, creative behavior -innovative individuals and groups in Limboto lake management (Akib, 2005) at the level of implementation or praxis, valuable innovation is the accompaniment of community empowerment. The theoretical implications are to reinforce the ideas of David Osborne and Ted Gaebler, 1992 on Collaboration Governance marked by a new era of behavioral change of community organizations (Akib, 2011, Keban, 2008) on public management paradigm (Caster I Bernard 2000, Nawawi, 2003) and Siregar (2004) on asset management, and changes in the people's mindset towards community independence and regional growth (Lamangida, 2017) new hope of partnership and collaboration. The success of Limboto lake rescue is done by involving and interaction of stakeholders through creativity and innovation management based on asset management in Indonesia

Keywords: Asset Management, Public, Management

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I. INTRODUCTION

Distrust of the government's performance in saving Limboto's lake further sharpens the assumptions about the failure of public asset management by the government, and as the bureaucratic bankruptcy in America that has spawned the Reinventing Government (Osborne & Gaebler, 1992). As a new public management model developed by Osborne & Gaebler, 1992, Limboto lake management as public asset-based asset management by stakeholders (government, private and community) becomes the solution, by creating independence, increasing local, city income, and not just spending. This work tries to raise the surface of various developing public organizations and to formulate an alternative sustainable development strategy for durable public assets. These two books inspire the reformation or transformation of civic organizations (Akib, 2011), including community organizations, in Indonesia, which are increasingly finding momentum in the relevance of asset management with public asset management during the multi-dimensional crisis since mid-1997 that continues today.

One of the most important ideas that these two works offer in the context of Limboto lake management based on asset management is the need to involve the various components of government, especially the private and public sector in Limboto lake asset management process into the pillar of Community Based Management (MBM), ie planning, budgeting, implementation, and proper management coordination (Siregar, 2004) or Limboto lake management through good management activities, and community participation. In the framework of organizational

transformation (Akib, 2011), the central government and local government act as facilitators, accelerators, stimulators, catalysts,

government organizers (Tilaar, 1998). The government does not need to do everything on its development issues, including the management of Limboto Lake, but rather facilitate and coordinate (Osborne and Gaebler 1992)

The need for transformation of public organization and management of Limboto Lake is closely related to the various negative impacts caused by the silting of the Limboto Lake. One of the most effects perceived is the emergence of floods and a phenomenon of "opportunism" of coastal communities such as lots area and control of land Limboto Lake by the community. Weak asset management system in Limboto lake asset management, in involving the private sector and community participation that trigger problems. Therefore, it is reasonable to increase the capacity of community self-sufficiency through development in the community empowerment space (Kartasasmita 1996) is one of the breakthroughs that must be done in the spirit of renewal and change. The form of development in the community empowerment space is to open up opportunities and access as much as possible to all stakeholders to engage or actively participate in the Limboto lake management process as a public asset based on asset management in the future. The basic principles are "asset-based management" (Caster I Bernard, 2000, Nawawi 2003, Siregar, 2004) and community-based empowerment "(Kartasasmita 1996, Korten and Alfonso (Sutrisno, 1988); Glen (Adi, 2003). (Kartasasmita 1996; Korten and Alfonso (Sutrisno, 1988); Glen (Adi, 2003) and social change (Wenger, 2000) are often only seen as technical administrative not only as a process of sustainable community empowerment. Therefore, this research article aims to know and explain the management principles of asset management (Bali Indonesia 2009, Dharma & Akib, 2009) based on creativity and innovation in realizing good society governance (GSG).

II. RESEARCH METHODS

The research was conducted using qualitative method-case study with an analysis focus on the management of Limboto Lake-based asset management (Bali Indonesia 2007, Dharma & Akib, 2009) based on creativity and innovation in locus of community empowerment as social organization "(Kartasasmita 1996; Alfonso (Sutrisno, 1988), Glen (Adi, 2003) Data collection was conducted using focus group discussion techniques and through literature study, as well as observation and experience of the author during the role of researcher of asset management management of Limboto lake management in Gorontalo Regency, Gorontalo Province, Indonesia. Data analysis is a descriptive-case study that follows the "interactive model" step (Miles, Huberman, & Saldana, 2014). The analysis stages are performed together with data collection activities, data condensation, data presentation, and conclusions/verification.

III. RESULTS AND DISCUSSION

The application of competence to manage significant public assets based on creativity and innovation in sustainable community empowerment organizations in Indonesia is realized based on the following creative and innovative processes. The first step is to make community organizations at various levels as social organizations. Such organizations are characterized by the ability of governments, private entrepreneurs and communities to facilitate community empowerment capacity building processes and efforts by integrating various stakeholder elements. In the flow of ideas "(Kartasasmita 1996; Korten and Alfonso (Sutrisno, 1988); Glen (Adi, 2003), the findings of this study can be understood that community organizations have put the development process through the sphere of community empowerment within a management-backed, dynamic administration, society as the subject of development not the object of event, and the private sector in the framework of knowledge and technology development (IPTEK) to the community (soft-skill and hard skills).

In the creative-integrative process described above, it can be understood that the management of Limboto Lake if done well based on the concept of proper public asset management can increase community independence, both in order to improve efficiency, effectiveness, productivity, quality of input-output process of lake management Limboto as well as from the development and improvement of community self-reliance, and able to apply asset management competence (planning, budgeting, implementation and coordination) in order to realize good society governance (GSG). The findings of this research are with the opinion of Dharma & Akib (2009) that successful management of the well-run

Lippoto Lake asept is a manifestation of the effort to develop Limboto lake rescue through asset management system based on creativity and innovation of existing stakeholders.

In the context of institutions dealing with Limboto lake management as a public asset at various levels in Indonesia (BWS Sulawesi II, Ministry of Environment, BAPPED Kabupaten Kota, BP DAS Limboto, Agriculture, Forestry, City Regency, PU Kabupaten, BAPPEDA Gorontalo Province, and upstream communities) The Contest Setter is a stakeholder that has small but significant interests in the priority of budgeting including the sustainability of Limboto lake (Hasim, 2012). The realization of entrepreneurial and innovative entrepreneurial competence is aimed at optimizing the implementation of various main tasks and functions and improving the quality of community self-reliance. The integration of this sub-system enables the social organization of the community to be more responsive and professional in realizing the vision of Limboto lake management and its mission objectives and targets that accommodate the activities undertaken by the actors involved. In other words, this generally manifests the vision; mission, objectives of Limboto Lake Management and stakeholder objectives of interest, although there are differences in core priorities or competencies between community empowerment organizations (which aim to build their independence) with government organizations (fair and just). Public services), and with private organizations / private institutions (obtaining business results, benefits, profits). Thus, the dynamics of community empowerment development can be characterized by the quality and frequency of the process of community empowerment that takes place within it. The results of this study are based on the opinion of Kartasmita, 1996 that the dynamics of community empowerment can be measured from the new paradigm of development that is "People-centered, Participatory, Empowering and sustainable.

Although there are many opinions about the concept of Limboto lake management as a public organization, but generally there is an understanding that the organization is a social unity of a group of people who interact with each other in accordance with certain patterns, so that each member has their own duties and functions as a whole has a purpose certain and have a firm definition of the environment (Lubis&Huseini, 1987; Akib, 2009). In the definition there are several basic elements of the organization, namely: 1) social unity, 2) interaction, 3) division of tasks and functions, 4) specific goals, and 5) strict environmental restrictions. The first four components are acceptable, but there is still debate about the last component. The theoretical implication of this research result that the success of social organization goal achievement of community empowerment as the key to achieving community independence depends on the capacity of the organization to involve and cooperate with all other actors or groups either directly or indirectly to cooperate in Limboto lake management based on asset management (Nawawi 2003, Siregar 2004). Given the explicit purpose to be, aware of, this type of organization has a clear structure, division of labor, and rules.

In contrast to formal organizations, community empowerment is a non-formal organization known as a social organization refers to a pattern of social interaction and regularity that is further fueled by social demands rather than by instrumental economic demands. Through such interactions and regularities, the individuals incorporated in them transform themselves into groups of people, or from a group of people into a larger social system. From this interaction was born a common norm or symbol that binds their social interaction (Pace, Faules, &Mulyana, 2000).

Capacity building and institutional development in community organizations (Said, 2010 / Sumarto: 2003) is a development vehicle that needs to be realized so that every social organization can continue to adapt to the development and demands of the surrounding environment to accomplish its goals, mission or vision. The development of community social organizations is significant to do with various considerations, in addition to the reasons mentioned above, be done given the rapid competition occurs with increasing globalization scale and scope of race. The development of community social organizations is directed towards responding to the challenges faced and at the same time making them real opportunities for new inputs to enhance macro community self-sufficiency. Without development, social organizations will run static and eventually die (Abdussamad, Akib, &Paramata, 2015; Jamaluddin, Salam, Yunus, &Akib, 2017). In other words, the management of Lake Limboto embedding through a

model of development of a community social organization in the form of capacity building (community empowerment) and institutional development is needed in line with the life cycle or organizational cycle. In fact, community empowerment organizations have their dynamics and human resources in them (Kasrtasmita, 1996). The first stage in the dynamics of organizational life management is the planning stage, where a person is usually confronted to define the objectives and objectives of Limboto lake management, to identify supporting factors and inhibiting lake management and alternative management of Limboto Lake. See opportunities for profit by leveraging the abilities and resources that must create a certain value. If the social organization fails to resolve the conflict to keep spurring its performance then the community will soon enter the next phase of life known as the phase of decline. This phase is a critical phase when the social organization fails to anticipate, realize, prevent, neutralize or adapt to external or internal pressures that threaten its survival. Declination is also due to incompatibility between organizational structure and strategy to adapt to changing environments. In this context, it is also known as the inertia of tension crisis organizations or the lack of a tendency to change. Inertia can be caused by risk aversion and a strong tendency to embrace a highly bureaucratic system and organizational structure that results in a culture of status quo. An anticipation of these conditions requires the presence of the principal as a manager who can maintain the level of effectiveness of the community organization at the highest level while making dynamic changes as one of the organizational strategies. According to (Akib, 2008), regional heads in Indonesia are successful in proper public asset management because they can actualize critical tasks, functions and roles in local government acronyms as motivators, lead facilitators, innovators, and facilitators in rescuing lakes.

The dynamics of Limboto lake management described above need to be carefully understood. First, the cycle does not run linearly and follows the law of linearity. That is, organizations, including social communities and even growing private does not have to reach its peak before it ends. Under certain circumstances, the existence of Limboto Lake is threatened by the fact that it is estimated that in 2025 Limboto Lake is expected to be transformed into the land (JICA Unsrat: 2012) urges the rescue effort of Limboto Lake should be a priority program of the local government. Similarly, the community inhabiting the Limboto coast, the condition of Limboto Lake that has experienced some exploitation continuously even tend to overdo it without considering the aspect of its preservation (GermadanLimboto (2015)). Some social organizations have enough endurance with the support of careful management, thereby managing the crisis to be an opportunity to improve Limboto lake rescue performance. Organizations are organizations that have a responsible and flexible management system that can take full advantage of all forms of challenges and changes in the environment around them. An appropriate assumption that "the success of management asset is the precision in decision making for the managed assets to function effectively and value high "(Sugiyama, 2013).

The second record is the cycle described above with the assumption that the social organization of society in the management of Limboto Lake is a public organization. Have strong influence from political factor and superior bureaucracy (government). So the explanation of asset management, the development, and decline of a public organization (government) can be explained by looking at the political constants and bureaucratic patterns that surround it. For example, there are still local government bodies in Indonesia that are established not based on real needs to serve the community, but as the output of the negotiation process between the various political forces. An organization that contradicts the expectations of New Public Management (NPM) and the logic of public services (effectiveness and efficiency, the principle of benefits) can be maintained because political constellations require it (Yudha, 2009).

The development of a public organization that adopts an asset-based management model tries to abandon old values, such as the importance of motivation, self-expression, or quality that has become an important emphasis on the organizational life philosophy of the 1950s and 1980s. Although some aspects of pressure are still relevant, the development of public sector organizations is moving towards a new, more substantial model known as empowerment (Vogt, 1990) and collaboration. Vogt states that "community empowerment model" is an ideal model of development of public organizations, able to

introduce a comprehensive and integral approach. The empowerment model builds the foundation for its work based on several aspects, such as the basic value and value orientation as the organization's needs and individual self-actualization; Effective leadership is characterized by the ability and willingness to create an atmosphere conducive to learning; developing a behavioral model; introducing new egalitarian values; facilitate the flow of communication and actively participate as expert leaders and so on; create a facilitative environment; learning as a lifelong process; organizational structures capable of accommodating and facilitating the development of individual and group needs; communication and organizational goals; and system integration that is between aspects of technology and human aspects. Some of these aspects are the values of spirituality inherent in the model and process of school community empowerment. With a more comprehensive character, it is believed that the empowerment model can improve the performance and sustainability of an organization, including social organization of coastal community empowerment Limboto Lake.

Human empowerment is understood as all forms of effort to improve the quality of human resources and the means used to do so. Human empowerment in the organization can be measured from indicators, among others, namely: 1) Tata relationships between individuals within the same organizational unit; 2) Interpersonal relationships of various organizational units; 3) Sustainable human resource development measures; 4) Strategy of utilization of human resources; and 5) Incentive and reward systems developed (Harefa, 2000). This framework is applied to the context of good public organization management (Dharma & Akib, 2009), because of the visionary framework and the entrepreneurs it contains. By incorporating the development values and management competencies into the management of a good Limboto lake, it can manifest a dynamic public asset and responsive to the various symptoms that occur in the vicinity

The discourse on the importance of principle competence based on creativity and innovation in the context of stakeholders of lake managers emerges as a form of attitude toward rapid change at various levels. The proposed proposition is that community progress depends on the ability of government and the private sector to identify failures/failures / challenges from within and outside the environment. This reality is in line with the proposition of system theory, which states that the existence of an organization depends on the ability of the organization to adapt to various developments or changes that occur around it (Garvin, Edmondson, & Gino, 2008). In other words, there is a social organization of community empowerment as a public organization.

Community organizations as empowerment organizations can be understood as organizations that continuously seek to transform themselves to manage knowledge, use technology, adapt and achieve change and better success in an ever-changing environment (MJ Marquardt & Revans, 1999). Marquardt further emphasizes the importance of a collective and robust process. In line with the opinion of M.J. Marquardt, then J. Gilley & Maycunich (2000) defines public organizations as institutions that continue to learn actively and collectively and continuously change themselves for the better. Organizations that are manipulated and use science for organizational success, empower good people inside or outside the organization to continue learning as they work, and use information and communication technologies to maximize empowerment and productivity.

Revealing these experts also became the focus of attention of several other experts. Senge (1996) for example reveals that organizations oriented to community empowerment through mentoring and development are organizations that: 1) can adopt system thinking, 2) encourage the development of personal skills, 3) bring leading mental models to the forefront and present challenges, 4) build shared vision, and 5) facilitate team learning process. Thus, the social organization of society as a public organization can be measured from the dynamics of organizational transformation, human empowerment, management, knowledge, and technology utilization. While organizational transformation is understood as the rate of change that is attempted and occurs within an organization within the learning framework is measured by indicators: 1) Alignment of a structural framework with organizational goals; 2) The simplicity of the structural framework; 3) Organizational culture; 4) Clarity of vision, and 5) vision-mission achievement strategy.

Senge's idea adds another dimension to the recent attention of management analysts, namely "the importance of shared vision." It is this shared vision that unites all elements of the organization to try to manifest itself. Management by the Vision idea (MBV) is a new generation that is slowly beginning to shift the thoughts of Management Goals (MBO). The shared vision is developed as a blend of personal vision, or it can be an organizational vision built to accommodate the interests of the stakeholders of Limboto lake managers. The existence of a shared vision that goes beyond personal vision is an important guarantee to convince an organization will operate for the benefit of all parties and not dominated by the interests or visions of a particular party. In this context, it becomes the duty of a leader to build and develop a shared vision that is accompanied by the creation of a conducive climate to make it happen. Although the level of elaboration of Senge is relatively narrower than Marquardt, both experts have provided input on the importance of development and learning processes as well as entrepreneurial competence based on creativity and innovation (Dharma & Akib, 2009) in public organizations in Indonesia.

Senge also emphasizes the importance of systemic thinking frameworks, so that all aspects within and outside the organization are noticed and developed to achieve systemic stability. According to Senge, such a framework is called the "Fifth Discipline", a discipline that integrates discipline variations and makes it a coherent and practical theory building. In the same nuance, Senge wants to restore the organizational frame of mind about the importance of feedback, so that specific outputs or actions can strengthen or balance each other. The system thinking pattern can develop a comprehensive framework for recognizing a particular pattern behind an event or activity and its details.

Limboto lake management is a process of reflection and projection of various experiences to realize what is best for a public asset organization. With the rapid development of information and communication technology, Limboto Lake Management becomes increasingly important, so that any changes around the organization can be managed to improve the performance of the government organization. Through the process of asset management and assistance to the society, social organizations can learn from the failures and successes achieved in the past, and based on these lessons formulate strategic steps for the future. Only by holistic thinking such as the social organization of society to improve, its performance and can survive in the midst of technological development and increasingly tight competition.

The reality that exists, not all public organizations in Indonesia can practice the above principles. On the contrary, it is not uncommon to find the practice of defensive public organizations. This eventually gave birth to a defensive organization. In the view of Argyris (1993), defensive organizations are organizations that have the habit of acting, the policies and behaviors used by their members to avoid embarrassing and threatening experiences and to hamper discovery and improvement over the cause of difficult experiences or threats. Community empowerment in the public asset locus as a public organization includes a holistic approach because it involves the various important dimensions that interact with each other. All challenges must have risks, which are either successful or unsuccessful. Therefore, asset management is the ability to dare to face risk and likes challenges (Suryana, 2006)

Governments should have the motivation and initiative to use their abilities and ideas in working so that the goals of the organization can be achieved effectively and efficiently. The characters it has.

Organizational memory is influenced by the institutional mechanisms used in acquiring knowledge. A typical organization that always learns new skills and external knowledge acknowledges its internal weaknesses, makes innovations to correct those weaknesses and equips itself with a reliable feedback system.

Based on the above description, a proposition is made that the application of the main competencies based on the creative-innovative behavior of individuals and groups in Limboto lake management through social organization of community empowerment, is a sine qua non for the creation of good Limboto lake management. Creation of good society governance (GSG) because it is based on the happening of social empowerment as the public organization. The local government that controls and

realizes its competence in the region of power, especially asset management is driven by creativity and value innovation, both for himself, his group, his organization, and his environment.

IV. CONCLUSIONS AND RECOMMENDATIONS

Competence of lake management based on public asset management in the context of Limboto lake rescue in Indonesia is a complex process involving public stakeholders. The asset management competencies of local governments are effectively applied in the context of Limboto lake rescue can improve the performance of regional heads. These findings reinforce the initial assumption that "the success of public asset management is the accuracy of public decision making in order that the managed assets function effectively and have high value based on sustainable creativity and innovation (Siagima, 2013). Other research findings are on the strengthening and significance of the ideas of David Osborne and Ted Gaebler on Reinventing Government (1992) and Banishing Bureaucracy (1997) that marked a new era of reform of public organizations, in Indonesia, have inspired the reformation or transformation of public organizations and social organizations in Indonesia which increasingly find the relevance of momentum during multi-dimensional crisis since mid-1997 that continues to the present.

The competence of public asset management based on creativity and innovation in the context of general management of Limbotolake needs to be re-actualized in the context of proper Limboto lake management. Therefore, the strategy or steps are taken as a recommendation, among others, is the need to build the commitment of the Regional Government together with the public actors to apply role models to develop loyalty to the development of the organization; through Government to Business (G2B), Government to Society (G2C), Government to Governance (G2G), and Business to Society (B2C) (Nyachhton, 2006) as interaction of stakeholders managing lake interdependence, and (Budiati, 2012) governance through partnership and collaboration governance, creative-innovative behavior of individuals and groups in Limboto lake management. Supporting the transformation process of social organization culture into a culture of empowerment and continuous improvement in building community self-reliance; applying the best information and communication technology to the community; provide motivation, expectation and expand the network of mentoring and empowerment at the individual, group and organization level; and adapt, make improvements while continuing to change. All of these constructive suggestions are concrete steps to realizing public assets as orientations of civic organizations directed by local governments that have competence based on creativity and innovation.

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