



ANALYSIS OF HANDLING OF PROBLEMATIC ASSETS: STRATEGY AND PROCEDURE FOR CONTROLLING PT KAI (PERSERO) DAOP 5 PURWOKERTO

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Abstract

This study aims to determine the description of the process of controlling the problematic assets owned by PT Kereta Api Indonesia (PERSERO). In this study method carried out by the author that assets belonging to PT Kereta Api Indonesia (PERSERO) Daop 5 Purwokerto are managed in accordance with the rule of law and are free from all forms of disputes. In the management of PT KAI assets there are still obstacles such as the lack of awareness of control by the PT KAI asset guard unit there are various ways and stages including location identification, coordination with the local area, conducting socialization to tenants and granting gradual warning letters. If up to the warning letter the three tenants have not yet emptied the assets, then a maximum dispensation of 30 days will be given and after that will be carried out forced control by PT Kereta Api Indonesia (PERSERO) together with the local security forces.

Keywords: *handling, assets, controlling*

Abstract

Penelitian ini bertujuan untuk mengetahui gambaran tentang proses penertiban aset bermasalah yang dimiliki oleh PT Kereta Api Indonesia (PERSERO). Pada penelitian ini penulis menggunakan metode studi kasus dengan pendekatan kualitatif, dengan cara melakukan wawancara dan observasi semistruktur untuk mengumpulkan data. Hasil dari metode yang dilakukan oleh penulis bahwa aset milik PT Kereta Api Indonesia (PERSERO) Daop 5 Purwokerto dikelola sesuai dengan aturan hukum dan bebas dari segala bentuk sengketa. Pada pengelolaan aset PT KAI masih terdapat kendala seperti kurangnya kesadaran dari penyewa aset dalam penggunaan aset yang tidak sesuai dengan perjanjian kontrak yang telah dibuat. Upaya penertiban yang dilakukan oleh Unit Penjagaan Aset PT KAI terdapat berbagai cara dan tahapan antara lain identifikasi lokasi, koordinasi dengan wilayah setempat, melakukan sosialisasi kepada para penyewa dan pemberian surat peringatan bertahap. Jika sampai dengan surat peringatan ketiga penyewa belum mengosongkan aset, maka diberikan dispensasi maksimal 30 hari dan setelah itu akan dilakukan penertiban paksa oleh PT Kereta Api Indonesia (Persero) bersama aparat keamanan setempat.

Kata Kunci: Penanganan, Aset, Penertiban



A. INTRODUCTION

In developing, the asset guard unit often encounters various obstacles such as disorder use of assets by tenants in accordance with the agreement, the emptying of assets that must be carried out because of the development of building assets. In the case of disbelief in the use of assets by tenants, a series of control activities will be carried out through several processes including identification of the location of the affected control, coordination with the local area, conducting socialization to the tenants affected by the control, giving the first warning letter to start emptying independently, followed by giving a second and third warning letter within 7 days. If up to the third warning letter given the tenant is still unable to finish emptying the house, it will be given a dispensation time up to a maximum of 30 (thirty) calendar days. If up to the completion of the emptying dispensation, it will be made forced efforts from PT Kereta Api Indonesia (Persero) together with the local security forces. For example in the case of company homes No.4 Kutoarjo there is a tenant of asset home company PT Kereta Api Indonesia (Persero) who is in the area affected by the development so that it requires the tenants of the asset to empty the buildings they occupy. The activity is one of the tasks of the asset guard unit, namely curbing problematic assets. Another example in the case of disorder is one of the assets of PT KAI located in Cilacap, there are tenants who do not make a contract agreement by not paying the contract extension after the contract is over, so that the control is carried out by identifying the location until the 3rd warning letter.

Related to the handling of problematic assets, including the emptying of assets affected by development, this can be associated with research in the field of asset management that emphasizes the importance of more flexible management. One of the relevant studies is in problems

and efforts in managing assets, which states that effective asset management not only prioritizes supervision and control, but must also include aspects of good relations with related parties through approaches.

In the study, the authors emphasized that in the management of assets involving third parties such as tenants, it is important to create alternative solutions that not only focus on law enforcement or existing rules, but also provide opportunities for tenants to adapt to changes that occur. One of them is through compensation which can reduce tension and increase tenant satisfaction in the emptying process. This compensation solution is also seen as a way to maintain a long -term relationship between companies and tenants and improve the company's image in terms of social justice and transparency. Thus, the research strengthens that the control of assets must be carried out comprehensively, taking into account social impacts, as well as providing alternative solutions that benefit both parties. This is in line with the procedures that have been prepared, which are good enough but need to be strengthened by the application of compensation solutions, which are proven effective in handling problematic assets and facilitating the emptying process without causing further conflict (Apriani, 2023).

The purpose of conducting research is as follows:

1. Analyze and identify The obstacles faced by PT KAI in controlling problematic assets.
2. Evaluate the effectiveness of the strategy and procedures for controlling problematic assets implemented by PT KAI in the management of company assets.

Based on the research objectives above, research conducted can provide benefits for various parties. Meanwhile The benefits of this study are as follows:

1. Benefits for the academic world:



- Provide knowledge of the importance of implementing strategies and procedures to asset management.
 - Provide a deeper understanding of the problems that are in the management of assets.
2. Benefits for the world of practitioners:
- Provide input on how to increase supervision of assets, as well as ensuring that the control of assets is carried out complying with applicable regulations.
3. Benefits for legal institutions:
- Providing an understanding of how legal disputes related to problematic assets can be resolved efficiently.
 - Help legal experts understand regulations and regulations that apply related to the management and control of the state company.

B. IMPLEMENTATION AND METHOD

Research activities were carried out in the office of PT Kereta Api Indonesia (Persero) asset guard unit located on Jalan Jenderal Soedirman No. 209 Brubahan, Purwanegara, East Purwokerto District, Banyumas Regency. This research activity was carried out for 4 months, starting from August 5, 2024 to December 5, 2024.

This study uses qualitative methods by conducting interviews and semistructure observations to collect data. Interviews are conducted to obtain information related to practices in the control of assets, while semistructure observations are used to directly observe activities related to guard and asset management in field. This study involved employees of the asset guard unit responsible for assets belonging to PT KAI Daop 5 Purwokerto as respondents (Masrohatin et al., 2024).

C. RESULTS AND DISCUSSION

PT KAI is a government agency in the form of a state law that controls and manages state land because PT KAI is a State -Owned Enterprise (BUMN) which is allowed to carry out asset management business. In addition, it also carried out the implementation of cooperation in the use of PT KAI's assets refers to the Directors' decision no. Kep.U/KL.104/V/1/Ka-2017 and No.Kep.U/Ka/Ka.102/IV/1/KA-2016, which is compiled based on Minister of BUMN Regulation No.Per-04/MBU/082017. Utilization of PT KAI assets by renting land assets around the railroad tracks and company homes aimed at getting a profit in the form of additional revenue for the company also aims to maintain assets owned by PT KAI so as not to be controlled by other parties (Rumondang et al., 2024). Land assets leasing is carried out through a contract agreement that refers to civil law because it is free from disputes, both third -party claims and ownership problems, thus making it with Clean and clear status.

But not always the management of assets owned by PT Kereta Api Indonesia all goes well, of course there are obstacles in its management. Problems that often occur usually involve. KAI with tenants, includes disorder in lease payments, lack of tenant's awareness of asset maintenance obligations in accordance with the rental contract agreement, and misuse of assets by tenants for activities that violate the law or not in accordance with the agreed designation (October, 2023). To overcome obstacles in managing assets that often occur, PT KAI carried out several implementation of asset handling strategies. This strategy aims to smooth the operational and maintenance of the value of the company's assets (Wijaya, 2023). The following is a strategy for handling

problematic assets applied:

1. Identification and classification of assets

PT KAI identifies the assets that experience problems, then classify problematic assets based on the level of urgency and The impact on PT KAI operations.

2. Counseling and education of tenants

PT KAI focuses on preventing the problem by giving education to the tenant regarding obligations and rights in accordance with the lease contract agreement. Aims to reduce violations and problems arising from ignorance or ignorance of tenants.

3. Regular supervision and audit

This strategy is to ensure assets are used in accordance with applicable provisions and are not misused. Therefore PT KAI Conduct regular supervision and periodic audits of rented assets. Aims to ensure the use of assets according to knowledge (Djiko, R., & Dalensang, 2024).

4. Improving the quality of asset data

Reform assets regularly and validate existing data. This aims to ensure that the data stored in the asset portal system in accordance with the real assets in the field (Handono, A. B., Suhattanto, M. A., & Nugroho, N.D.)

5. Effective communication and coordination

Effective communication and coordination strategies are very important for the smooth management of assets, both in terms of control and daily management.

In supporting the implementation of problematic asset handling strategies, PT KAI also has a clear and structured control

procedure. This control is a series of actions and strategies applied to manage, secure and resolve disputes related to assets owned by PT KAI who have difficulty because the tenant violates the provisions in the lease contract (Sukmawati, 2022). Here is the stages of the work of controlling the problematic asset:

a) Planning

1) Helping Assistant Manager in charge of controlling and handling problematic assets in conducting surveillance of the object to be disciplined. Where in this planning a mapping is carried out to determine the scale priority on which asset objects need handling first.

2) Make a picture of an asset object situation to be disciplined, along with the company's home area data, occupant data and other information needed. In this planning process involving coordination with *team leaders* in the region so that the planning process can run carefully.

b) Preparation

1) Helping in collecting the base of rights (*grondkaart* and / or certificate), making RAB (Budget Plan) and making timeline.

2) Helping Assistant Manager to find the vendor to be Become a partner of cooperation when implementing control. The vendor is as an executor of technical activities such as fencer and emptying.

3) Helps establish communication and or coordinate with local region, at least at the village head/lurah level, Sector Police Chief and Military Rayon Command; In addition to local regional coordination, coordination with internal companies includes related



units such as KNA (Non-Commercialization) units, legal units, security and financial units. This aims to be a notice for related agencies that from PT Kereta Api Indonesia (Persero) will carry out control in a specified location.

- 4) Delivery of warning letter 1, warning letter 2, and warning letter 3 sent to residents and copies to local region.
 - 5) Helping Assistant Manager in charge of control and handling of problematic assets when the control socialization is carried out; The socialization is intended to harmonize understanding for every individual involved in this control.
- c) Implementation
- 1) Helping Assistant Manager in charge of control and handling of problematic assets in the implementation of control. At the time of the control process on the day that has been determined all parties that have been invited to witness, supervise and carry out technical control (emptying and/or fencing) on the object of the asset.
 - 2) Helps in the installation of fences around the location of land and/or buildings to prevent the right, master and/or utilize land and/or building assets.
- d) After controlling
- 1) Supervision at the location of assets and/or items that have been put in order; Supervision at the location of the asset by being guarded by Polsuska (Special Railroad Police).
 - 2) Helps in terms of installation of information boards the status of company home ownership and prohibitions for other parties entering and/or utilizing without permission.

Based on the strategy of handling assets and control procedures implemented by PT Kereta Api Indonesia (Persero) in line with the theory of asset management which states that asset management is a series of activities that are comprehensive, structured, and integrated. During the lifeflow the asset starts from the planning activities to the efficiency carried out efficiently and effectively so that the assets possessed can provide maximum value for their owners (Sari et al., 2022). In the context of PT KAI, the first stage begins by identifying and classifying problematic assets, which are part of systematic planning. This process ensures that every asset owned has a clear goal and can be prioritized in accordance with the urgency and its impact on the company's operations. Furthermore, the strategy for handling assets for counseling to tenants and periodic supervision, serves to ensure the use of optimal assets and minimize the risk of abuse that is in line with the efficient management principles. In addition, the control procedure implemented by PT KAI shows the integrity between planning, management, and evacuation of assets. This procedure begins with careful planning, such as location surveys and priority mapping of assets that require immediate handling, followed by the implementation of control and supervision after the assets are emptied. This reflects the lifeflow of structured assets, from planning to emptying, which is carried out efficiently to maximize the value of assets. Thus the entire series of activities creates effective asset management, where each stage works in an integrated manner to support the company's main objectives, namely maintaining and increasing the value of the assets possessed.

D. CLOSING

Conclusion

Based on the observations it can be concluded that in the asset guard unit has the main task of maintaining and protecting assets owned by PT Kereta Api Indonesia (Persero), including land and company homes. To ensure optimal asset management, therefore PT KAI has implemented several problematic asset handling strategies that include the identification and classification of assets, Counseling to tenants, routine supervision and audit, improved quality of asset data, as well as building good communication and coordination between internal and external parties. This strategy aims to reduce the risk of contract violations and abuse of assets that can harm the company. In addition, the procedure for controlling assets implemented by PT KAI is part of the asset handling strategy aimed at managing, securing, and Complete disputes related to company assets. Overall, the application of integrated asset handling strategies and organized control procedures ensures that the management of PT KAI's assets runs efficiently and safely.

Suggest

Based on the results and discussion, there are suggestions in the form of the application of strict risk management policies. This aims to prevent the occurrence of future problems, by strictly accuracy in choosing prospective asset tenants. Evaluation of the financial background of prospective tenants and includes a strict payment order clause in the rental contract to be agreed upon. This will be a good precautionary step to avoid the occurrence of problematic assets in the future.

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