Implementation of Risk Management in Asset Management Governance Towards Optimizing Asset Utilization at Public Service Agency State Universities (Case Study of UPN Veteran Yogyakarta)

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ABSTRACT

This study aims to analyze the application of risk management in asset governance at UPN Veteran Yogyakarta to achieve optimal asset utilization. As a Public Service Agency State University (PTN-BLU), UPN Veteran Yogyakarta faces various challenges in asset management, including budget constraints, lack of consistent monitoring, and the unavailability of formal risk evaluation standards. Qualitative descriptive research methods are used to gain in-depth understanding through interviews with asset managers and field observations. The results show that the implementation of risk management can have a significant impact on the efficiency of budget allocation, which includes more appropriate budget distribution based on priority needs and risks. Risk management also has the potential to extend the useful life of assets, with risk mitigation measures taken on assets that show signs of wear or early damage, thus preventing major repair costs due to serious damage. This research highlights that a technology-based monitoring system is an indispensable aspect to support the effectiveness of risk management in asset management. The implementation of structured risk assessment procedures helps in determining asset maintenance priorities, so that the assets that are most critical to the sustainability of campus operations receive greater attention. With the implementation of this comprehensive risk management, optimization of asset utilization can be achieved, which in turn supports the stability and sustainability of UPN Veteran Yogyakarta's operations as a quality higher education institution.
Keywords: Risk management, Governance, Asset Management

INTRODUCTION

Public Service Agency State Universities (PTN-BLU) play a strategic role in providing quality education to support the development of superior human resources. Asset management is one of the essential aspects that plays a role in supporting the achievement of the institution's vision. Asset management like this often faces various challenges, especially the risk of imbalance between asset maintenance and budget limitations (Indrajit & Djokopranto, 2006). This imbalance can affect the effectiveness of the institution's operational functions, hinder the optimization of asset use, and risk leading to a decline in the quality of services offered (Berger; 1999; Lumentut, 2023). However, in practice, problems are still found in the effectiveness of asset management in several universities. Assets that are managed properly are able to make an optimal contribution to the institution, both in terms of increasing economic value and strengthening the quality of educational services (Warner, 1996). Assets such as buildings, laboratories, and technological facilities play a huge role in supporting academic and operational activities. However, practice in the field shows that many PTN-BLU still experience difficulties in realizing effective asset governance. Some of them face

limitations in the asset lifecycle monitoring system, which includes planning, procurement, maintenance, and asset removal. The absence of strict monitoring can lead to neglect of asset maintenance, a decline in the value of assets that should be productive, or even the risk of losing assets due to a lack of adequate control (Munandar et al., 2023).

UPN Veteran Yogyakarta, as a PTN-BLU, has a variety of assets such as buildings, laboratories, and public facilities that are very important in supporting academic and operational activities. However, in practice, asset management in PTN-BLU, including UPN Veteran Yogyakarta, faces several challenges, including the lack of effective control over the asset life cycle, ranging from planning, procurement, to maintenance and removal. Several studies, such as the Communication and Information Service in Balikpapan City, show that the lack of implementation of structured risk management can lead to potential loss of asset value, risk of asset misuse, and increased maintenance costs (Hayati, 2017; Bisma, 2022; Radiansyah). In addition, the lack of monitoring and evaluation of the asset management process, as happened at STKIP Taman Siswa Bima, shows weaknesses in asset governance that have an impact on the non-optimal use of IT assets owned (Munandar et al., 2023). The implementation of effective risk management at UPN Veteran Yogyakarta is important because it can help mitigate various risks that can damage the value and function of assets. With risk management, institutions can identify, analyze, and control risks, so that decisions related to asset management are more structured and focus on optimizing asset utilization (Pradesa, 2021; Kristiana et al., 2022). In some cases in the education sector, the implementation of risk management has been proven to be able to improve operational efficiency and reduce the potential risk of loss in asset management (Soemitro & Hitapriya, 2018).

Previous research has shown various studies on asset management in the context of government and private industry (Marginingsih, 2017; Cahyaningtyas & Elin, 2019). However, there are still limited studies that examine the application of risk management in asset management in the higher education sector, especially in PTN-BLU such as UPN Veteran Yogyakarta, making this study relevant. There is a need to develop specific strategies that can assist PTN-BLU in implementing risk management effectively, with the main objective of achieving optimal asset utilization in the academic environment

METHOD

This research method uses a qualitative descriptive approach (Hasan et al., 2006). This study was conducted to understand and describe the application of risk management in asset management governance at UPN Veteran Yogyakarta and its impact on optimizing asset utilization. The subjects of this study are parties who have a direct role in the management and governance of assets at UPN Veteran Yogyakarta. The purposive sampling technique will be used to select informants who have knowledge and active involvement in asset management and the application of risk management, in order to obtain relevant and in-depth data. Data Collection Techniques are carried out by interviews, observations and documentation studies

RESULT

The asset manager of UPN Veteran Yogyakarta revealed that asset management on campus faces various challenges, especially related to budget limitations for asset maintenance and repair. This limitation has a direct impact on the quality and lifespan of the main campus assets, such as lecture buildings, laboratories, and other public facilities that support academic and operational activities. He revealed

"Lecture buildings and laboratories are assets that most often experience quality degradation, both in terms of building structure and the function of the tools in them.

This is due to the limited funds available for routine maintenance and periodic repairs, which ultimately risks reducing the safety and comfort of the asset users."

This was expressed by the Head of the Finance Division of UPN Veteran Yogyakarta who explained that his party faces major challenges in the process of effective budget allocation for asset repair and maintenance.

This difficulty arises mainly due to irregularities in data related to asset conditions and needs. In a limited budget situation, it must be able to set priorities for assets that require more urgent attention, such as buildings, laboratories, and other critical equipment."

However, the absence of detailed asset evaluation mechanisms hinders their ability to make data-driven decisions. Currently, budget allocation is often based on periodic reports prepared manually by asset managers. These reports do not always reflect real and current conditions, resulting in inappropriate or suboptimal budget allocation decisions. The staff in charge of asset maintenance at UPN Veteran Yogyakarta stated that the condition of assets in the campus environment often deteriorates due to the lack of regular and continuous maintenance.

"Maintenance of assets such as buildings, laboratory facilities, and academic support equipment is often done incidentally or solely based on damage reports from users. This situation causes some assets to suffer more severe damage because they are not detected or dealt with in the early stages. The lack of regular monitoring and evaluation slows down the maintenance process, and assets don't get the attention they deserve before significant issues arise."

In the absence of clear standard procedures, asset maintenance often becomes reactive rather than proactive, so corrective action is only taken when the problem has disrupted campus academic or operational activities. Maintenance staff also stated that periodic evaluations are very important to ensure that the assets are kept in optimal condition and have a long service life. In an effort to manage this risk, the asset management has actually tried to identify the initial risk of the existing asset condition. This identification is carried out as the first step in anticipating damage or deterioration of asset function. However, according to asset managers, this process is still very limited and manual. He revealed:

"The risk identification carried out only includes basic inventory, such as recording asset type, asset life, and general physical condition without any in-depth analysis of potential damage or long-term risks."

This means that risk identification has not touched on more detailed technical aspects, such as the assessment of the quality of building materials, the burden of use, and the environmental impact on the asset. The absence of a structured risk management system makes the results of this identification process not able to be a solid basis for maintenance decision-making. Furthermore, the asset manager explained that one of the biggest challenges is the difficulty in determining maintenance priorities.

"With a limited budget, maintenance must be carried out selectively, focusing only on assets that are considered critical. However, the lack of formal risk evaluation standards makes it difficult to set priorities objectively."

The head of the finance division also highlighted the need for a more detailed and structured asset monitoring system so that the budget can be allocated more efficiently.

> "With a more detailed asset evaluation mechanism, financial authorities can obtain more accurate information about asset life, wear and tear levels, and potential damage risks. This information is important in compiling an annual budget plan and ensuring that funds are allocated according to priority needs. For example, assets that are often used or play an important role in the daily operations of the campus will require a larger maintenance budget compared to other assets whose use is not as intensive. In addition, a more detailed evaluation also allows for the identification of assets that can be extended through regular maintenance, thereby reducing the need for new asset replacements and saving the institution's budget."

Ideally, the decision to maintain and repair assets will be based on the level of risk and urgency, where assets that have a major impact on campus operations and are at high risk of being damaged will get a higher priority. However, in today's conditions, prioritization is often based on subjective judgments or user complaints, which are not always aligned with the strategic needs of the institution. The absence of formal risk evaluation standards also makes long-term planning for asset maintenance less effective. In an ideal asset management system, risk evaluation involves a variety of indicators, including frequency of use, service life, physical condition, and the impact of damage on operations. Without these standards, asset management does not have enough data to develop a comprehensive and proactive maintenance plan. As a result, maintenance is more often reactive, only performed when problems have occurred, which of course adds to the cost burden and can accelerate the deterioration of asset quality. The head of the finance department also admitted that asset monitoring is currently still done manually and is not supported by a technology-based system. He emphasized that the absence of this technology-based monitoring system severely limits the ability to track the condition of assets in real-time. "The implementation of a technology-based monitoring system will have a significant impact on improving accuracy and efficiency in asset maintenance. With this system, they will be able to plan asset repairs more proactively and address issues before they reach a critical stage. For example, sensors installed on campus equipment and infrastructure can provide early warning if there is an indication of damage or wear, so that management can take preventive measures. Thus, the funds used for maintenance and repairs can be more targeted, in accordance with the level of urgency and real needs in the field."

Manual monitoring tends to take longer and is more prone to human error, ultimately hindering efficiency in the maintenance process. Additionally, the absence of real-time data often leads to delays in responding to damage or repair needs on assets. Maintenance staff also stated that periodic evaluations are very important to ensure that the assets are kept in optimal condition and have a long service life. "The absence of periodic evaluations makes asset conditions tend to deteriorate before there are corrective actions. He suggested that preventive monitoring be carried out regularly, such as physical inspections of buildings, testing the quality of laboratory equipment, and checking the condition of the electricity and water systems. This preventive monitoring will help identify potential problems early, so repairs can be made at a lower cost than if the damage had reached a critical stage." In some cases, damage that is not detected early ends up requiring greater repair costs, as it has already reached a severe stage. The head of the finance department revealed "If there is a technology-based system, such as an asset management application, it can carry out

automatic routine monitoring, so that asset condition information is always up-to-date and can be accessed at any time."

This asset monitoring technology system can be the basis for periodic evaluation of asset performance, allowing institutions to evaluate the effectiveness of overall asset management. In addition to improving budget efficiency, the application of monitoring technology also has the potential to support asset sustainability, reduce the frequency of replacements, and minimize additional costs incurred due to damage that is not detected in time.

DISCUSSION

The application of risk management in asset governance is very important, especially in the education and corporate sectors, to ensure operational sustainability and optimize asset utilization (Agil et al., 2023; Campbell et al., 2024). Effective risk management allows institutions to identify, analyze, and control risks related to assets, ranging from buildings, infrastructure, to critical equipment that supports the organization's main functions (Putra & Hendrawan, 2024). Risk management in educational institutions includes systematic steps ranging from threat identification, impact analysis, mitigation, to implementation, monitoring, and evaluation of risks in a structured manner (Samiyah & Jeprianto, 2024). With this approach, institutions can anticipate physical and digital risks more effectively (Mukhlis, 2024). For example, updating security systems and health training for staff and students helps prevent the impact of unwanted risks. Periodic monitoring and evaluation are important elements to ensure that the strategies implemented are always relevant to changing situations, and allow adjustments to potential new risks (Prakoso & Apriliani, 2024; Lesmana, 2024)

In the context of asset governance in companies or educational institutions, the implementation of risk management can facilitate more optimal asset management, both in terms of operations, maintenance, and destruction of assets that are no longer productive (Cahyono, 2022). The importance of transparency and involvement of all stakeholders such as staff, students, and communities, can create collective preparedness in dealing with risks, with simulations and training that build a shared awareness of risks (Alfiana et al., 2023). Thus, the implementation of comprehensive risk management can support the organization's strategic goals and create a safe and conducive environment for learning and business operations (Tanur et al., 2023).

Assets that are managed properly are able to make an optimal contribution to the institution, both in terms of increasing economic value and strengthening the quality of educational services. Assets such as buildings, laboratories, and technological facilities play a huge role in supporting academic and operational activities. However, practice in the field shows that many PTN-BLU still experience difficulties in realizing effective asset governance. Some of them face limitations in the asset lifecycle monitoring system, which includes planning, procurement, maintenance, and asset removal. The absence of strict monitoring can lead to neglect of asset maintenance, a decline in the value of assets that should be productive, or even the risk of losing assets due to a lack of adequate control (Munandar et al., 2023).

According to Bisma (2022), in the education sector, the risk of suboptimal asset management also includes the possibility of asset misuse and increased maintenance costs due to a poorly structured management system. The lack of a dedicated budget allocation for asset maintenance also exacerbates the problem, especially since education budgets are often more focused on the development of direct academic activities. As the need for high-standard learning and research support facilities increases, weaknesses in asset management can result in waste and mismatch between the use of assets and the needs of

institutions. The implementation of risk management in asset management at UPN Veteran Yogyakarta faces various challenges, especially related to budget limitations that have an impact on the quality and shelf life of campus assets, such as lecture buildings, laboratories, and other public facilities that support academic activities. Asset managers and finance chiefs revealed that limited budgets for asset maintenance and repair require institutions to set maintenance priorities, although there are no detailed risk assessment standards yet. Data irregularities related to the condition and needs of assets complicate the budget allocation process, because periodic reports are prepared manually without the support of real-time data-based monitoring technology. This results in suboptimal budget allocation decisions, because manual reports do not always reflect real and current conditions. Under these conditions, maintenance staff stated that asset maintenance tends to be reactive, performed only when there are user complaints or when problems have disrupted campus activities. Without clear standard procedures, damage is often dealt with too late, incurring greater repair costs.

The implementation of ideal risk management requires proactive maintenance, with periodic monitoring and technology that can identify potential damage early (Samiyah, 2024). The head of the finance department emphasized the importance of system-based monitoring technology to present real-time asset condition data, which allows institutions to take preventive measures before damage reaches a critical stage. The use of this technology will help in distributing the maintenance budget appropriately, according to the level of urgency and needs of each asset, especially those that have a major impact on operations (Perajaka & Ngamal, 2021). Technology allows for more detailed evaluations of the asset's age, frequency of use, and wear and tear levels, which are important in the preparation of more efficient annual budget plans. With this system, institutions are expected to extend the useful life of assets through routine maintenance, reduce the need for new asset replacements, and significantly save budgets. The implementation of structured risk management can be an effective strategy to optimize asset utilization at UPN Veteran Yogyakarta. This can be done through detailed risk evaluation procedures, clear maintenance priorities, and monitoring technology support, the campus will be able to use the budget more efficiently, maintain asset quality, and support the smooth running of academic and operational activities. This risk management not only reduces the burden of repair costs due to heavy damage but also supports the sustainability of assets to provide maximum benefits to the educational environment on campus.

CONCLUSION

The implementation of ideal risk management requires proactive maintenance, with periodic monitoring and technology that can identify potential damage early (Samiyah, 2024). The head of the finance department emphasized the importance of system-based monitoring technology to present real-time asset condition data, which allows institutions to take preventive measures before damage reaches a critical stage. The use of this technology will help in distributing the maintenance budget appropriately, according to the level of urgency and needs of each asset, especially those that have a major impact on operations (Perajaka & Ngamal, 2021). Technology allows for more detailed evaluations of the asset's age, frequency of use, and wear and tear levels, which are important in the preparation of more efficient annual budget plans. With this system, institutions are expected to extend the useful life of assets through routine maintenance, reduce the need for new asset replacements, and significantly save budgets. The implementation of structured risk management can be an effective strategy to optimize asset utilization at UPN Veteran Yogyakarta. This can be done through detailed risk evaluation procedures, clear maintenance priorities, and monitoring technology support, the campus will be able to use

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Table 1. Validity Test

Variable	Calculate	Information
Transformational Leadership	0,816	Valid
	0,860	Valid
	0,793	Valid
	0,800	Valid
	0,853	Valid
Organizational Culture	0,871	Valid
	0,932	Valid
	0,900	Valid
	0,807	Valid
	0,897	Valid

Source : SPSS data processing. 2024

The Pearson correlation table above shows the relationship between the variable indicator X1 and the total transformational leadership variable. All correlations between indicators and with transformational leadership were positive and significant at the level of 0.01 (2-tailed), with a value of p = 0.000. This shows that an increase in one indicator tends to be followed by an increase in another. Strong correlations were seen, for example, between X1.1 and X1.4 (0.829) and X1.2 and X1.5 (0.830). Each indicator also has a strong correlation with transformational leadership, with a range of 0.793 (X1.3) to 0.860 (X1.2). The X1.2 indicator has the highest correlation (0.860), signifying the greatest contribution in reflecting transformational leadership variables. No correlation was found to be too high (close to 1), so there was no problem of multicollinearity.

These results show that the instrument used is valid and reliable in measuring transformational leadership variables. The Pearson correlation table above shows the relationship between the indicators of organizational culture variables (Y1 to Y5) and the total variable called total_y. All correlations between indicators and with total_y are positive and significant at a significance level of 0.01 (2-tailed) with a value of p = 0.000, which means that an increase in one indicator is followed by an increase in another. A strong correlation was seen between Y2 and Y5 (0.885) and Y2 and Y3 (0.831), indicating a close relationship between these indicators. In addition, each indicator has a high correlation with total_y, with a correlation range between 0.807 (Y4) to 0.932 (Y2). The Y2 indicator has the highest correlation with total_y (0.932), which shows that this indicator makes the greatest contribution in reflecting organizational culture variables. There is no correlation that is too high near 1, so there is no indication of a multicollinearity problem, and each indicator still has a unique role. These results show that all indicators are valid and consistent in measuring organizational culture variables, as well as the instruments used are reliable and appropriate to support this research.

Table 2. Transformational Leadership Reality Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0,881	5

Source : SPSS data processing, 2024

The results of the reliability statistics test show that the Cronbach's Alpha value for the five indicators of organizational culture is 0.881. This value is above the threshold of 0.70, which is generally used as a minimum criterion to indicate good reliability. This

indicates that the research instrument has a high degree of internal consistency, meaning that all items in the questionnaire that measure organizational culture are interconnected and consistently measure the same concepts. Thus, this instrument can be considered reliable and feasible to be used for data collection in this study.

Table 3. Organizational Culture Reality Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.925	5

Source : SPSS data processing, 2024

The results of the reliability statistics test show that the Cronbach's Alpha value for the five indicators of organizational culture is 0.925. This value is well above the threshold of 0.70, which indicates that the instrument has a very high level of internal consistency. This means that the items in the questionnaire used are closely related to each other and consistently measure the same aspect, namely organizational culture. Thus, this instrument can be considered very reliable and appropriate for use in data collection and further analysis in this study.

Tabel 4. Uji LinearitasModel		Sum of Squares		df	Mean Sqaures	F	Sig.
1	Regression	186,368		1	186,368	9,790	0,002
	Residual	2246,299		118	19,036		
	Total	2432,667		119			

Source : SPSS Data Processing, 2024

Based on the ANOVA table, the sum of squares regression value of 186.368 indicates the variation in organizational culture that can be explained by transformational leadership. The residual sum of squares value of 2246,299 indicates a variation that cannot be explained by the model, so the total variation in the organizational culture is 2432,667. An F value of 9.790 with a significance level of 0.002 (< 0.05) indicates that this regression model is statistically significant. This means that transformational leadership has a significant effect on organizational culture, and this relationship does not happen by chance.

DISCUSSION

Transformational leadership has a significant influence in creating fundamental changes in organizational culture (Idris *et al.*, 2022). Leaders with this style are able to change the mindset and behavior of team members to align with the company's strategic goals, especially in the face of industry dynamics and competition. Transformational leadership strengthens the organization's adaptability to change and encourages innovation. In the manufacturing sector, transformational leadership plays a critical role in supporting the implementation of lean manufacturing, which requires close collaboration between employees and leaders to improve efficiency and productivity (Sabtoni *et al.*, 2024). This lean manufacturing practice also plays a role in reducing operational costs and maximizing time utilization. Key aspects of transformational leadership, such as inspirational motivation and individualized attention, allow leaders to empower employees and increase their involvement in achieving organizational goals.

This engagement results in high commitment from employees and encourages continuous innovation. In addition, the successful implementation of transformational leadership depends on employee commitment and adaptability as well as a flexible organizational culture. Organizations with a culture that encourages innovation and change are better able to maintain optimal performance in a competitive business environment. Transformational leadership continues to receive attention from practitioners and academics to gain a competitive advantage and achieve good results, by giving top priority to it. Previous literature provides evidence of the relationship between leadership and organization. This study aims to investigate the role of innovation as a mediator among the transformational role of leaders and bringing organizational performance. Responses from employees from the manufacturing sector support our assumptions about positive relationships and are supported by research "Lim and Ployhart (2004), Schaubroeck, Lam and Cha (2007), Khan, Rehman and Yousuf (2009), Bono and Judge (2003), Walumbwa, Wang, Lawler and Shi (2004)".

A collaborative and innovative work environment not only increases efficiency, but also strengthens the company's foundation to face future challenges (Munib & Sujud., 2024). Thus, transformational leadership, supported by an adaptive organizational culture, is an important key in driving positive change and achieving the company's strategic goals in a sustainable manner. The results show that transformational leadership has a positive relationship with organizational culture, although its influence is not very dominant. Transformational leaders act as agents of change who are able to inspire, motivate, and empower employees to contribute to achieving common goals (Udin., 2023). However, because organizational culture is a complex system, the success of change does not depend solely on the role of the leader.

Significant change requires the support of a variety of factors, including the involvement of all members of the organization, effective communication, and an adaptive organizational structure (Praditya *et al.*, 2024).Internal factors, such as communication and employee engagement, greatly influence the success of cultural change. Leaders must ensure that the new vision and values are conveyed clearly and openly to all members of the organization in order to create mutual understanding and commitment (Hasibuan & Hadijaya., 2024). In addition, the active participation of employees in the change process is essential to reduce resistance and increase a sense of belonging to the new culture. If employees feel involved, they will be more motivated to support the changes implemented. In addition to communication and engagement, organizational structures and policies also influence the process of cultural change. In industries such as manufacturing, which tend to have strong hierarchies and bureaucracies, leaders need to build a more flexible structure so that the adaptation process is easier to carry out (Setiawan., 2024). Leaders must also ensure that management policies, procedures, and practices are aligned with the new desired values. The mismatch between cultural values and policies will make it difficult for employees to adapt, and cultural change will only happen on the surface.

External factors such as market competition, technological developments, and economic changes also affect organizational culture. Organizations must be able to adapt their internal culture to the dynamics of the external environment to remain relevant and competitive (Serli., 2023). Transformational leaders must play a role not only as a driver of change within the organization, but also as a bridge between market demands and internal adaptation. Thus, the new organizational culture is not only aligned with internal values, but also in accordance with the needs of the ever-evolving business environment. Overall, effective cultural change requires a synergy between transformational leadership, the involvement of all members of the organization, supportive structures,

and adaptability to external factors. Although transformational leadership plays an important role, cultural change cannot be fully successful without collaboration from all elements of the organization. The success of long-term change also requires consistency between new cultural values and day-to-day operational practices. With a holistic and collaborative approach, the organizational culture can develop sustainably and contribute to improving the organization's performance and competitiveness in the future.

CONCLUSION

This study has analyzed the influence of transformational leadership on organizational culture change in the manufacturing sector. The results of the analysis show that transformational leadership has a positive relationship with organizational culture, although its influence is not very strong. The regression coefficient value indicates that any improvement in transformational leadership can improve organizational culture, which is supported by statistically significant significance outcomes. However, the analysis also showed that only about 7.7% of the variation in organizational culture could be explained by transformational leadership variables, indicating that there are many other factors that also influence organizational culture, such as organizational structure, internal communication, and employee engagement. Therefore, to achieve more significant and sustainable cultural change, organizations need to integrate transformational leadership approaches with collaborative efforts from all members of the organization. Active employee engagement, effective communication, and adjustment to external factors are also critical in supporting organizational culture change. Overall, the study emphasizes that while transformational leadership has an important role, the success of organizational culture change depends on the synergy between leadership, employee engagement, and other factors that affect the organizational environment. With a holistic and comprehensive approach, organizations can create a culture that is more adaptive, innovative, and responsive to future challenges.

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