

Implementation of Risk Management in Asset Management of Kendari City Regional Government



Sulvariany Tamburaka¹, Izaan Azyan Bin Abdul Jamil², Hasbudin³, Ishak Awaluddin⁴, Tuti Dharmawati⁵, Andi Muhammad Fuad Ramadhan⁶, Lista Nurul Islami⁷, Baqir Muh. Adam⁸

^{1,2,3,4,5,6,7,8} Accounting Department, Faculty of Economics and Business University Halu Oleo, Kendari City, Indonesia

ABSTRACT: The purpose of this study is to analyze the implementation of risk management in the management of assets of the Kendari City Regional Government. The study population includes all employees at the Kendari City Regional Finance and Asset Agency. This study uses two types of data, namely primary data and secondary data. Data processing and analysis are carried out using qualitative analysis techniques to implement risk management in the management of regional assets in the Kendari City Government.

KEYWORDS: Implementation Management Risk , Management Asset

I. INTRODUCTION

Asset is source power that has mark economic, commercial, or social that can owned by individuals, organizations, or government. In context law, assets covers object moving and not moving, both tangible and intangible and also no tangible (Wahyuni, et al., 2020). According to Regulation Government Number 27 of 2014 concerning Management State/Regional Property, state assets include goods obtained through the State/Regional Revenue and Expenditure Budget or other legitimate sources like grant, goods agreement contracts, and goods based on decision a court of competent jurisdiction law still.

Management asset area often face different challenges depends on the characteristics assets and conditions local. Challenges main covers completeness of data, availability of accurate databases, and differences perception between stakeholders interests. This is indicates the need management asset based on wise policies and regulations as well as notice condition local.

Security asset is aspect important in management Because related with the risks faced. Therefore that, management risk become matter crucial, as mandated in Regulation Government Number 60 of 2008 concerning System Government Internal Control. Agencies government required for apply principle management risk use reach objective institutions and minimize obstacle .

Based on Regulation Mayor of Kendari Number 27 of 2022, the Kendari City Regional Finance and Asset Agency is responsible answer on management finance and assets area. However, still found a number of problem like assets that have not been certified, management income areas that are not yet optimal, and coordination security under - assets effective. Besides that, there is journal correct from the Audit Board Finances that indicate problem in recording or journaling asset area.

Leave from problem said, research This focus on management assets, especially in administration asset area Kendari City Government with approach implementation management risk.

II. BASIS THEORY

A. Risk Management Theory

Risk is a conditions that can hinder achievement objective organizations, both originating from from internal and external factors external . Every decisions taken always accompanied by with risks that can occur influence individual in reach its purpose (Qintharah, 2019). Therefore that, management risk become important as approach systematic for identify, evaluate, measure, and regulate the necessary choices for handle risk said. Management effective risk more nature proactive than reactive, with focus on possibilities the risk that will come. Management process risk covers identification risk, evaluation risk, selection

Implementation of Risk Management in Asset Management of Kendari City Regional Government

technique management risk, as well as implementation and review periodic to techniques applied. Approach The latest, such as Integrated and Enterprise Risk Management, also emphasizes management various type risk for ensure organization can reach its purpose (Misra, 2020). In matter this, management risk no only become not quite enough answer senior managers, but also internal auditors who play a role in give guarantee and consultant related system management risk (Nuswantoro, 2023).

Implementation management risk in the company involving various steps identification, assessment, mitigation, to periodic evaluation and review. Identification risk done with map assets and potential possible risks appear in its management, followed by with evaluation risks that include evaluation impact and possibilities risk for determine priority. Mitigation steps risk focus on efforts reduce impact or possibility risk through policy as well as improvement competence source power human. Periodic evaluation and review required for ensure effectiveness mitigation implemented and carried out repair sustainable to policy and management the existing risks. With Thus, management risk can give Lots benefit for companies, such as help in taking more decisions be careful, minimize risk loss financial, as well as reduce impact negative in term short and also long. Besides that, management planned risk can support company in manage risk in a way sustainable and achieve objective strategic.

B. Theory of Assets and Regional Property

In context government area, management Regional Property becomes very important thing. Based on Constitution Number 23 of 2014 concerning Regional Government, Regional Property becomes is goods obtained through budget Regional Income and Expenditure or acquisition legitimate others. Management asset effective area is very necessary for avoid waste and ensure optimal utilization. Assets that are not managed with good can become burden because cost maintenance as well as depreciation mark asset on the other hand, good management can increase accountability and efficiency finance area, which is then support management risk in sector This.

C. Theoretical Aspects of Regional Property Management

Management goods owned by area involving a number of stages important, start from planning, organizing, implementing, to control (POAC). This process started with inventory assets, which include data collection physical and legal, as well as legal audits for assess mastery status assets. Assessment asset aiming for know mark wealth that can utilized for objective economy or social. Optimization asset become step next, which involves improvement mark economy or location asset In this process, it is important for government area for integrate management risk use mitigate potential associated risks with management asset area, including with do identification and reporting periodic to stakeholders interest.

D. Fixed assets

Focus study this is on management asset remain, which is category asset non-smooth with a useful life more from two twelve month. Assets still covers various type properties, such as land, equipment, machinery, buildings, structures, roads, irrigation and networks used in activity government or for interest public general. Management asset still must done with be careful for ensure benefit term long and prevent loss consequence depreciation or damage.

E. Administration of Regional Assets/Goods

Administration in the Regulation of the Minister of Home Affairs (Permendagri) No. 17 of 2007 involves bookkeeping, inventory and reporting in accordance with applicable regulation. Bookkeeping take notes asset area in the Item List User or List of User Authorized Items, as well as put it together in Card Inventory Goods. Inventory done for calculate and manage goods owned by area through recording and reporting asset in a way systematic. Administration this support government area in compile balance sheet annual, planning procurement and maintenance assets, as well as ensure accountability and transparency in management asset area.

III. RESEARCH METHODS

The place where the research was conducted was at the Regional Finance and Asset Agency on Jl. Abunawas, Mandonga District, Kendari City, Southeast Sulawesi. This research is a qualitative descriptive study by taking the Regional Finance and Asset Agency of Kendari City as the object of research. In study Here, the data is collected, processed and evaluated. Related with management asset Kendari City area. Technique of taking sample used is total sampling, where all employees of the Kendari City Regional Finance and Asset Agency were made sample research. Based on Sugiyono (1999), population is overall object or the subject that has quantity and characteristics certain for studied. Sample in study This consists of on all over employees at the Kendari City Regional Finance and Asset Agency. Data collection techniques used includes primary and secondary data. Primary data is collected through interviews, questionnaires, and reviews documents, while secondary data obtained through observation and analysis documents held by the Kendari City Regional Finance and Asset Agency.

Implementation of Risk Management in Asset Management of Kendari City Regional Government

Study This use method qualitative with objective for understand substance from events that occur and interpret the data that has been collected. Data was analyzed with use Analysis Interactive Model (Analysis Interaction) from Miles & Huberman, which consists of from four component Main: data collection, data reduction, data presentation, and data extraction. Data processing is carried out through a number of steps that begin with data collection, where techniques interview used Foto obtain information from related employees direct with compilation report finance. Review document done for know management asset Kendari City area. Secondary data used covering report finance and results correct asset fixed by Audit Board Finance Representative Southeast Sulawesi Province.

Next, the data that has been collected will reduced for simplify or reduce data size, with objective maintain information important and eliminate the data section that is not relevant. Stages next is presentation and analysis of data, where the data has been selected and simplified served in a way descriptive for make it easier analysis and implementation management risk. Stages implementation management risk involving identification risk, mitigation and compliance to relevant regulations.

Withdrawal conclusion is step final in data analysis, which is carried out after analyze results interviews, observations, and documentation. Research conclusions will served in form descriptive, which will give description about implementation management risk in management asset area in the Kendari City Regional Finance and Asset Agency.

IV. RESULTS AND DISCUSSION

Results

Kendari City, mother city Southeast Sulawesi Province, Indonesia, was inaugurated as municipality through Law of the Republic of Indonesia No. 6 of 1995 on 27 September 1995. Based on Law No. 22 of 1999, the status of the Kendari Level II Regional Municipality changed to Kendari City. The government Kendari City area is responsible answer in compile and provide report finance in a way regular for public as form accountability on public fund management. Report finance government it is said quality If relevant, reliable, can compared, and easy understood, appropriate with Regulation Government Regulation No. 71 of 2010 concerning Standard Accountancy Government. The following is Report Finance Kendari City Government in 2023.

Figure 1. Kendari City Regional Government Financial Report

DESCRIPTION	REFERENCE	2023	2022
ASSETS	5.3.1		
CURRENT ASSETS	5.3.1.a		
Cash at Regional Treasury	5.3.1.a.1	64,098,176,804.51	173,066,131,240.51
Cash at Treasurer of Receipts	5.3.1.a.2	2,305,200.00	64,130,417.00
Cash at Expenditure Treasurer	5.3.1.a.3	516,875.00	-
Cash at BLUD	5.3.1.a.4	40,009,976,448.39	34,615,327,573.76
Cash of Capitation Funds at FKTP	5.3.1.a.5	622,976,181.00	133,623,592.00
BOS Fund Cash	5.3.1.a.6	111,738,836.00	141,969,494.00
Cash of B OK Fund Health Center	5.3.1.a.7	310,474,020.00	-
Other Cash at Expenditure Treasurer	5.3.1.a.8	71,944,811.00	105,818,762.00
Tax Receivables	5.3.1.a.9	50,316,734,271.04	47,412,002,163.77
Allowance for Tax Receivables	5.3.1.a.10	(16,074,129,754.04)	(14,569,819,475.77)
Retribution Receivables	5.3.1.a.11	17,795,063,240.15	13,447,282,906.59
Allowance for Retribution Receivables	5.3.1.a.12	(12,651,964,809.73)	(8,196,103,752.73)
Other Local Revenue Receivables PAD	5.3.1.a.13	29,871,945,724.78	26,431,658,953.16
Allowance for Other Local Revenue	5.3.1.a.14	(4,382,735,887.92)	(4,613,409,771.22)
Receivables PAD	5.3.1.a.15	-	43,084,032.00
Current Portion of Claims for	5.3.1.a.16	-	(1,337,988.00)
Compensation	5.3.1.a.17	3,631.00	-
Allowance for Current Portion of Claims	5.3.1.a.18	-	24,795,129,751.00
for Compensation	5.3.1.a.19	10,450,223,135.17	15,699,569,909.67
Receivables from Central Government	5.3.1.a.20	-	6,060,274.00
Transfers	5.3.1.a.21	24,331,793,329.34	22,085,845,367.80
Receivables from Transfers from Other		204,885,042,055.69	330,666,963,449.54

Implementation of Risk Management in Asset Management of Kendari City Regional Government

Local Governments			
Other Receivables	5.3.1.b		
Prepaid Expenses	5.3.1.b.1		
Inventories			
TOTAL CURRENT ASSETS			
	5.3.1.b.2		
LONG TERM INVESTMENT S		132,142,080,298.87	130.168.682.251,29
Non-Permanent Long-Term Investments		132,142,080,298.87	130.168.682.251,29
Other Non - Permanent Investment		132,142,080,298.87	130.168.682.251,29
Total Non-Permanent Long-Term Investments	5.3.1.c		
Permanent Long Term Investments	5.3.1.c.1	2,745,958,401,216.0	
Equity in Regional-Owned Enterprises	5.3.1.c.2	0	
Total Permanent Long-Term Investments	5.3.1.c.3	710,954,943,154.71	2,729,850,097,583.00
TOTAL LONG TERM INVESTMENTS	5.3.1.c.4	1,618,610,671,933.7	650,079,960,719.48
	5.3.1.c.5	1	1,039,174,278,735.71
FIXED ASSET S	5.3.1.c.6	2,679,484,519,470.1	2,425,120,739,428.96
Land	5.3.1.c.7	0	101,840,406,037.12
Machinery and Equipment		106,958,300,887.12	547,647,601,757.76
Buildings and Structures		258,743,293,979.96	(1,804,883,521,893.03)
Road. Irrigation. and Network	5.3.1.d	(2,114,173,680,212.	5,688,829,562,369.00
Other Fixed Assets	5.3.1.d.1	31)	
Construction in Progress	5.3.1.d.2	6,006,536,450,429.2	
Accumulated Depreciation	5.3.1.d.3	9	2,779,617,950.76
TOTAL FIXED ASSETS	5.3.1.d.4		748,590,630.85
	5.3.1.d.5		6,629,674,139.01
OTHER ASSET S	5.3.1.d.6	2,796,416,766.76	(1,782,827,417.90)
Long-Term Claims		748,590,630.85	10,931,906,229.73
Partnership with Third Parties		7,958,966,104.01	6,654,033,064.00
Intangible Assets		(2,194,747,042.23)	
Amortization of Intangible Assets		11,870,375,999.47	
Other Assets		55,628,415,000.00	
Treasury Deposit Facility (TDF) Fund Transfers		76,808,017,458.86	25,960,994,596.45
TOTAL OTHER ASSETS		6,420,371,590,242.7	6,175,626,202,666.28
TOTAL ASSETS		1	

DESCRIPTION	REFERENCE	2023	2022
LIABILITIES	5.3.2		
CURRENT LIABILITIES	5.3.2.a		
Third-Party Calculation Payables (PFK)	5.3.2.a.1	66,039,111.00	99,478,762.00
Interest Payables	5.3.2.a.2	1,928,471,977.00	835,239,708.00
Current Portion of Long-Term Liabilities	5.3.2.a.3	67,785,194,018.00	10,191,431,092.00
Unearned Revenue	5.3.1.a.4	16,480,932,271.02	16,994,186,078.99
Expenses Payables	5.3.2.a.5	144,566,464,447.95	122,903,372,005.52
Other Short-Term Payables	5.3.2.a.6	719,396,150.00	282,932,891.00
Current Payables to Other Local Governments	5.3.2.a.7	406,400.00	406,400.00
		228,546,904,364.97	151,307,046,937.51
TOTAL CURRENT LIABILITIES	5.3.2.b		
NON-CURRENT LIABILITIES	5.3.2.b.1	288,499,250,417.00	356,700,058,908.00
Payables to Non-Bank Financial		288,499,250,417.00	356,700,058,908.00

Implementation of Risk Management in Asset Management of Kendari City Regional Government

Institutions		517,046,154,781.97	508,007,105,845.51
TOTAL NON-CURRENT LIABILITIES			
TOTAL LIABILITIES			
		5,903,325,435,460	5,667,619,096,820.77
EQUITY	5.3.3	,74	
EQUITY		6,420,371,590,242.7	6,175,626,202,666.28
		1	
TOTAL LIABILITIES AND EQUITY			

Notes to Financial Statements are an integral part of these Financial Statements.

Report Finance Kendari City Government is composed for give relevant information about position finances and transactions carried out by Regional Tax Assessment Letter in the year 2023 Budget. Objectives main report This is for evaluate effectiveness, efficiency, and conditions financial statements of each entity /Regional Tax Assessment Letter. Reports finance aiming for serve useful information for taking decision related allocation source power, and show accountability on management source entrusted power. So that the report finance quality, report area must fulfil characteristics qualitative, one of them with to obtain Opinion Reasonable Without Exception from the Audit Board of the Republic of Indonesia. The Kendari City Government has to obtain Opinion Reasonable Without Exception for 11 years in succession, although This No means report finance free from error or weakness.

Administration asset still Kendari City government covers bookkeeping, inventory and reporting in accordance regulation legislation. Bookkeeping is recording goods owned by area in the list of items users and cards inventory. Inventory is the process of calculation, management and reporting goods owned by area. Report goods manager arranged every semester and annually. Although get Opinion Reasonable Without Exception, there is journal correction on assets still based on interview with Head of Sub Division Accounting and Reporting, which is reflected in balance sheet with amount asset net Rp6,006,536,450,429.29.

The following table shows several journal corrections in the Kendari City government financial report, which can affect the quality of the report.

Table 1. Overview of the 2023 Kendari City Regional Government Financial Reports Correction Journal

Account	Debit	Credit
Construction In Progress	24,948,000	
Equity Value Correction		24,948,000
<i>Correction of construction fixed assets in progress for the preparation of UKL/UPL documents for 2020 activities - PUPR Service</i>		
Building and Structure Depreciation Expense	2,457,68.33	
Accumulated depreciation		2,457,68.33
<i>Correction of under-recording of accumulated depreciation of buildings and structures due to correction of reclassification of KDP Feasibility Study, Masterplan, Basic Design of Puuwatu Type D Regional General Hospital, Kendari City to fixed assets of Buildings and Structures – PUPR Service</i>		
Building and Structure Depreciation Expense	891,931.33	
Accumulated depreciation		891,931.33
<i>Correction of under-recording of accumulated depreciation of buildings and structures due to correction of reclassification of KDP Feasibility Study, Masterplan, Basic Design of Puuwatu Type D Regional General Hospital, Kendari City to fixed assets of Buildings and Structures – PUPR Service</i>		

Source: Data processed 2024

Fixed asset correction journals are created to record adjustments to the value or status of previously recorded assets. This is due to errors in fixed asset capitalization, namely determining the book value of expenses to acquire or improve fixed assets, including repair costs and capacity improvements. In addition, there are problems related to the irregular use of assets, because the write-off of assets that are no longer used has not been carried out, thus increasing the maintenance burden and affecting budget efficiency. The use of asset cards is also not optimal, which function to record and manage information about regional

Implementation of Risk Management in Asset Management of Kendari City Regional Government

assets, such as vehicles and equipment. Irregularity in recording can result in resource inefficiency. There are two main problems:

1. Errors in fixed asset bookkeeping that impact the quality of Regional Government Financial Reports
2. The elimination of fixed assets has not been implemented and the use of asset cards is not optimal.

Therefore, it is important to implement risk management in the management and administration of regional assets to improve the quality of Regional Government Financial Reports and fixed asset administration.

DISCUSSION

Identification risk administration asset areas in Kendari City were carried out through focus group discussion (FGD) with the Financial Agency Regional Assets. Some identified risks in this process among other things errors bookkeeping asset fixed, data mismatch, and risk technology. Error bookkeeping asset still happen consequence error in recording, especially related with capitalization assets. Data mismatch occurs Because not yet he did deletion assets that have been No used, while risk technology related with damage or failure system information used in management asset area .

For evaluate level severity from every risk, used matrix risk taking into account possibility the occurrence risks and their impacts.

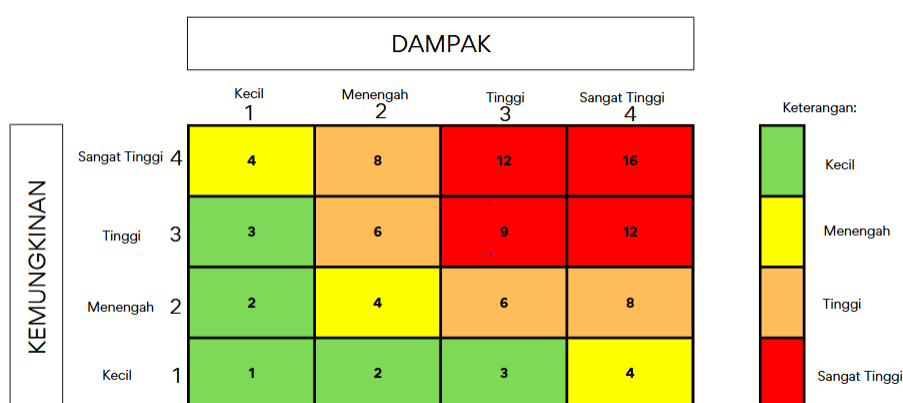


Figure 2. Risk Matrix

Several risks have been identified in the administration of fixed assets of the Kendari city government. These risks include the risk of fixed asset bookkeeping errors, data inconsistency risks and technology risks. These risks will be assessed to determine which risks will be prioritized. Based on the calculation of risk assessment using a matrix, the following results were obtained:

Table 2. Risk Assessment Results

Risk	Probability Value	Impact Value	Total Value
Risk Error Bookkeeping Asset Still	3	4	12
Risk Data Mismatch	3	3	9
Risk Technology	2	4	8

Assessment results show that risk error bookkeeping asset still is the highest with total value 12, which makes it priority main . Risk data mismatch has total value 9, while risk technology own total value 8. Although risk technology own impact high, possibility the occurrence Enough low Because government area Already use System Information Regional Government, which allows supervision more effective from various party related.

After determine risk priority, steps furthermore is mitigation risk. For reduce risk error bookkeeping, one of the step main proposed is improvement competence source Power human resources (HR) through training routine, especially in matter accounting and management technology. Besides that, the preparation and implementation Standard Operational Clear procedures (SOP) for management asset still very necessary. With the existence of SOP, is expected every party related can follow the same guidelines in management assets, so that reduce potential error recording.

Implementation of Risk Management in Asset Management of Kendari City Regional Government

In order to mitigate risk walk effective, required periodic evaluation and review involving parties like Inspectorate, Supervisory Body Finance and Development Agency, and the Audit Board Finance. Supervision This aiming for ensure that action mitigation run in accordance plan and that management asset still walk with efficient, transparent and accountable. With existence good supervision is expected administration asset areas in Kendari City can walk more optimal, providing maximum benefits for government and society.

CONCLUSION

The management of Kendari city government assets still experiences obstacles. Although the Kendari city government's Regional Government Financial Reports has received a Opinion Reasonable Without Exception from the Audit Board Finance, based on the results of an interview with the Head of the Accounting and Reporting Sub-Division, there are still several correction journals for fixed assets. In addition, there are also problems highlighted regarding the use of regional assets which are still not orderly because the write-off of assets that are no longer used has not been carried out. This of course has an impact on the financial reporting of the Kendari city government. To mitigate this, it is necessary to implement risk management for the management of regional assets of the Kendari city government.

The method of implementing risk management is carried out starting with risk identification, risk assessment, risk mitigation to periodic evaluation and review. The results of this study found that the risk that has a high probability and impact is the risk of fixed asset bookkeeping errors. This risk can be mitigated by developing human resources that carry out fixed asset bookkeeping and also implementing good Standard Operating Procedures (SOP).

This study is limited to the fixed asset management of the Kendari city government. This is because the management of fixed assets, especially in reporting, has a significant impact, namely information distortion that can cause errors in decision making. However, further research is expected in terms of implementing risk management not only in regional asset management but also to the stage of comprehensive regional asset management.

REFERENCES

- 1) AAMCoG. (2011). Guide to Integrated Strategic Asset Management.
- 2) Abdussamad, Z. and Amala, R., 2016. Regional Government Strategy in Improving Public Service Performance in the Regional Secretariat of North Bolaang Mongondow Regency. *Journal of Management*, 20(2), pp.262-277.
- 3) Adhitama, MO (2019). Regional Asset Management Strategy in Improving Public Services. *Journal of Social and Political Sciences*, 8(2), 115–121.
- 4) Alcock, P., & Craig, G. (1998). Monitoring and evaluation of local authority anti-poverty strategies in the UK. *International Journal of Public Sector Management*. <https://doi.org/10.1108/09513559810247902> .
- 5) Arifuddin, Indrijawati, A., & Mansur, I. (2019). Mediation of asset optimization on the effect of asset inventory and quality of human resources in the quality of regional government financial reports in Indonesia. *International Journal of Innovation, Creativity and Change*.
- 6) Asnawi, M., Matani, C., & Patma, K. (2019). Assistance for Regional Property Management (BMD)/ Asset Management Clinic. *The Community Engagement Journal*, 2(1), 1–8.
- 7) Basri, LEGAL STUDY OF REGIONAL ASSET MANAGEMENT, *Reusam Journal of Law* ISSN 2302-6219 E-ISSN 27225100 Volume IX Number 1 (April 2021) Faculty of Law, Malikussaleh University, 2021
- 8) BPKAD, BPKAPD Work Plan (Renja), Kendari City BPKAD 2022.
- 9) Brown, K. et al. (2014). An Integrated Approach to Strategic Asset Management. In *Infranomics* (pp. 57-74): Springer.
- 10) Dever-Tod, K. (2011). *ADVANCED ASSET MANAGEMENT – THE NZ EXPERIENCE*.
- 11) ISO. (2014). *ISO 55000: Asset management-Overview, principles and terminology*.
- 12) Jones, K., & White, A. D. (2008). *RICS Public Sector Asset Management Guidelines: A Guide to Best Practice*.
- 13) Kaganova, O., & Nayyar-Stone, R. (2000). Municipal real property asset management: An overview of world experience, trends and financial implications. *Journal of Real Estate Portfolio Management*, 6(4), 307-326. Retrieved from ProQuest Central.
- 14) Lukito, Jose Arif, Connie Susilawati, and Ashantha Goonetilleke. "Climate change adaptation in the management of public buildings: an Indonesian context." *International Journal of Building Pathology and Adaptation* (2018).
- 15) Lukito, Jose Arif. "Framework for climate change adaptation for incorporation in public asset management: An Indonesian context." PhD diss., Queensland University of Technology, 2018.

Implementation of Risk Management in Asset Management of Kendari City Regional Government

- 16) Lukito, Jose, Connie Susilawati, and Ashantha Goonetilleke. "Climate change risk management for public assets in Semarang, Indonesia." In International Conference on Sustainability in Energy and Buildings, pp. 238-246. Springer, Cham, 2018
- 17) Nuswantoro, Winursito, Implementation of Asset-Based Risk Management as a Form of Corporate Security at PT.XYZ, MAMEN (Jurnal Manajemen) e-ISSN 2809, p-ISSN 2810-0484 Vol. 2 No. 1 (January 2023) 93-102 8099 , DOI: 10.55123/mamen.v2i1.1209 <https://journal.literasisains.id/index.php/MAMEN>
- 18) Mishra, D. A. (2020). PROJECT MANAGEMENT: THEORY AND PRACTICE FROM DIFFERENT COUNTRIES. PROJECT MANAGEMENT: THEORY AND PRACTICE FROM DIFFERENT COUNTRIES. DK International Research Foundation.
- 19) Mayor Regulation No. 27 of 2022, Concerning the Organizational Structure and Work Procedures of the Kendari City Regional Finance and Asset Agency, 2022.
- 20) Periansya et al., Management of Regional Assets and Optimization of Asset Management of Province X, Journal of Accounting, Vol. 32 No. 10 Denpasar, October 26, 2022 Pp. 3081-3097.
- 21) Qintharah, YN (2019). Design of Risk Management Implementation (Case Study of MSME Saripakua nCV.Jarwal Maega Buana). JRAK , 67-86.
- 22) Sumarajaya, IW, Kembar, M., Budhi, S., & Yasa, INM (2020). Government Policies in Regional Finance and Asset Management in Regional Autonomy Implementation in the Province of Bali, Indonesia. International Journal of Economics, Business and Management Research, 4(08), 159–174.
- 23) Suparman, N., & Sangadji, AD (2018). Regional Asset Management in Realizing Administrative Order at DPPKAD of West Seram Regency, Maluku Province. Jurnal Kelola: Journal of Social Sciences. <https://doi.org/10.15575/jk.v1i2.3777> .
- 24) Supriatna, D. (2020). Analysis of Employee Placement Based on Merit System at the Education and Training Personnel Agency in Sumedang Regency, West Java Province. Moderat Journal, 6(3), 525–538.
- 25) Syahputra, K., Syaukat, Y., & Irwanto, AK (2019). Strategy for Improving Management of Regional Assets in the Anambas Islands Regency Government. Journal of Regional Development Management. https://doi.org/10.29244/jurnal_mpd.v9i2.27636 .
- 26) Syaifudin, M., Ritchi, H., & Avianti, I. (2020). Determinants of Asset Management Effectiveness and Its Impact on the Fairness of the Asset Presentation. Journal of Assets (Accounting Research), 12(2), 278–288.
- 27) Vorst, et al., Risk Management Based on SNI ISO 31000, National Standardization Agency, 2018
- 28) Wahyuni, et al., INTRODUCTION TO ASSET MANAGEMENT, Nas Media Pustaka Makassar, 2020.
- 29) Wahyuni, S., Fadah, I., & Tobing, DS (2018). The Influence of Human Resource Competence and Utilization of Information Technology on the Quality of Financial Reports Through Regional Asset Management. BISMA. <https://doi.org/10.19184/bisma.v12i1.7602> .
- 30) Waris, SH, Muis, M., & Munizu, M. (2020). The Effect of Incentives and Work Environment on Civil Service Performance and Job Satisfaction as Intervening Variables. Hasanuddin Journal of Applied Business and Entrepreneurship. <https://doi.org/10.26487/hjabe.v3i4.375> .
- 31) Wheeler, B. (1993). The Case for Commercialization of Local Authority Property. In Wellington, New Zealand, Paper presented at the Local Authority Property Managers Conference.
- 32) Wijnia, Y., & Croon, J.D. (2015). The asset management process reference model for infrastructures. In 9th WCEAM Research Papers (pp. 447-457). Springer, Cham.
- 33) Woodhouse, J. (2001). Asset management. The Woodhouse Partnership Ltd, UK.
- 34) Woodhouse, J. (2010). "Asset management: the way forward" in Asset Management - Whole-Life Management of Physical Assets. On: ICE Publishing. Retrieved from: <http://app.knovel.com/hotlink/toc/id:kpAMWLMPAF/asset-management-whole/asset-management-whole>
- 35) Yusof, Y. (2013). The effectiveness of public sector asset management in Malaysia Dissertation/Thesis. Queensland University of Technology, Science and Engineering Faculty.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.