

Achieving Company Goals Through General Affairs Management

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ABSTRACT

Every company has human resources who play a vital role in organizing and moving the company. The objective of this study is to determine how the role of General Affairs in Asset Management at PT Industri Kereta Api (Persero) to be efficient and effective. One of them is the role of General Affairs which has a vital role in asset management in the company. PT INKA Madiun has many assets used to support the company's production activities. Therefore, asset management is needed to ensure all assets are always in good condition. The General Affairs Department carries out asset management at PT INKA Madiun. The data collection method used is by conducting interviews, observations, and literature studies. Based on the observations, it can be concluded that the role of the General Affairs Department as asset manager includes planning for procurement, maintenance, management, and write-off of production assets and non-production assets. The role of asset management has been carried out well, but there are still some obstacles to its implementation. Constraints found when managing assets are related to facilities. Asset management activities are mostly done manually rather than utilizing existing technology. Therefore, it is necessary to improve procedures for staff, apply integrated technology and provide adequate facilities for employees so that their role in asset management will be more optimal.

Keywords: *Asset Management, General Affairs, PT INKA Madiun*

INTRODUCTION

Every company has a goal or goal for the success of the organization. In order to achieve this goal, of course, various aspects must be met. Over time, companies must be able to keep up with the times and the flow of globalization. Therefore, human resources are needed who are competent, have a high work ethic, and are creative to always provide innovation for the company's progress. Human resources in the company are divided into an organizational structure that describes each division or section according to

their respective functions and roles. The organizational structure is a vital component that is very important to structure and move a company.

One part of the company with a reasonably complex function is the General Affairs (GA), also known as the general division. In several companies, GA also oversees several other fields. This proves that GA has an essential role in supporting the smooth operation of the company, but the role is also determined by the needs and size of the company. One of the roles of GA is to manage company assets. Arini (2018), managing the company's physical assets is one of the jobs managed by GA. It contains several Key Performance Indicators (KPI) that are set to show the performance of the GA function in managing the company's physical assets.

An asset is financially valuable and owned by every company to support its activities. Wahyuni & Khoirudin (2020), assets are anything that has economic value that can be owned by individuals, companies, or owned by the government that can be assessed financially. There are various types of assets classified based on specific classifications. Assets need to be managed so that they are always optimal because, based on the above understanding, assets are a form of wealth for the company. Asset management can be carried out throughout the asset's life cycle with several processes from planning to disposal. In addition, it is necessary to monitor assets in a structured and systematic manner. If unwanted things are found, they can be handled easily. Therefore, the role in asset management is critical to do.

Nugroho & Indriyani (2019), the role of asset management is crucial to dealing with the problem of losing stock uniforms at the Westlake Resort Hotel Yogyakarta, so to deal with this problem, GA entrusts uniforms to the Housekeeping warehouse and requires employees who borrow uniforms to fill in property assets. Forms. Putra & Hapsari (2017) research, the role of asset management is quite essential to obtaining transparent and accountable village asset management results. PT Industri Kereta Api (Persero) or PT INKA Madiun is a manufacturing company in the railway and transportation sector. As a large industrial company, PT INKA Madiun always strives to provide consumers with the highest quality products and services. Positive feedback from transportation users and customer satisfaction are needed to improve the company and continue developing to be the most superior.

PT INKA Madiun is never separated from the assets that support production activities, which are always of high quality. PT INKA also always ensures that assets are in good condition by implementing asset management. Based on the study results, the total assets at PT INKA are 4101 spread across several places, from the head office in Madiun City to representative offices in other cities. From some of the data above, it can be concluded that the assets owned by PT INKA are huge, so optimal asset management is needed. Pratama & Pangayow (2016) state that asset optimization is influenced by several variables: asset inventory, legal audit, asset valuation, and joint supervision and control of assets. Kusuma (2020), asset management is a series of activities in managing assets in the form of movable and immovable goods. Every company has productive assets that must be appropriately managed and correctly to be helpful and maintained in their condition. Asset management needs to be carried out according to the Standard Operating Procedures (SOP) determined in the relevant regulations.

The GA Department carries out asset management at PT INKA. The role of GA in asset management is to ensure that all assets in the company are in good physical condition and accordance with the asset list

obtained from the Accounting Department. This role includes planning for procurement, maintenance, management, and write-off of production assets and non-production assets. By the procedure, in managing assets, Asset PIC is appointed from each division to be responsible for reporting assets to the GA Department. If other divisions or departments want a request for steps for asset management, they can submit it to the GA Department for further action. It can be concluded that the role in terms of managing company assets is critical.

LITERATURE REVIEW

Definition of Role

According to Shalfiah (2017), the notion of a role is a dynamic process of position (status). So if a person carries out the rights and obligations according to his position, It is carrying out a role. Based on the above understanding, it can be concluded that the role is someone who has a specific position and has activities that must be carried out based on specific provisions. Roles have several types, namely:

1. The normative role is a role that is carried out by a person based on the norms or rules that apply in the environment.
2. The ideal role is a role that is carried out based on an excellent value or a role that should be carried out according to one's position.
3. The substantial role, namely the role carried out by a person based on actual conditions in the environment.

Definition of General Affair

A company has various sections formed to support every company's operational activities, one of which is the GA Department. According to Hambudi (2015: 1), General Affair, or interpreted as an available part, is one of the departments within a company. Each company generally has a GA Department that supports the company's operational activities. Several work units under GA generally are security, cleaning, driver, messenger, general administration, office boy, receptionist, purchasing, parking operation, Occupational Health, and Safety or health safety environment. The scope of work of GA is adjusted to the size of the organization and the needs of the organization. In general, GA deals with all matters relating to the company's management and oversees many other areas or parts of the company. Therefore, the role of GA is very varied and quite complex. GA in several companies has a scope of work to optimize the functions within the GA. According to Hambudi (2015:9), GA's scope of work are maintenance and housekeeping; building management and infrastructure; security system; general purchasing; inventory assets and asset management; customer service; facility services, health, and Safety; licensing and public relations.

Definition of Management

Management is a process of organizing, motivating, regulating, controlling, and making decisions. The definition of management, according to Suprihanto (2018: 4), is the process of planning, organizing, leading, and controlling the work of organizational members and using all organizational resources to achieve predetermined organizational goals.

From the several definitions of management above, it can be concluded that management can also be referred to as management which is a process to regulate and control all matters relating to the achievement of the goals of an organization. Management can also be referred to as management which is a process to regulate and control all matters relating to the achievement of the goals of an organization. Therefore, management cannot be separated from the resources owned by the organization to support the achievement of targets to run optimally. George R Terry in Hamdi (2020) stated that management functions include Planning, Organizing, Actuating, and Controlling.

Definition of Asset

Understanding assets (Ambarita, 2016) is owned by a company or agency where the goods or objects have an exchange value and can be interpreted with capital or wealth. Dewi et al. (2018) assets are the essential resource for individuals or an organization that owns them because assets are equipment that supports the activities of an organization and is also helpful in achieving a goal of the company or organization. Thus, assets are resources owned by the company to support activity and have value as company assets.

Definition of Tangible Assets (Fixed Assets)

Martani et al. (2016: 271) define fixed assets as tangible assets owned for use in the production or supply of goods or services, for rental to other parties, or administrative purposes; and is expected to be used for more than one period. According to Lubis (2017: 29), fixed assets are owned and used by companies for more than one year and have a useful life that has a depreciating value (the value of use is getting less and less). Thus, fixed assets are tangible assets owned by the company and are used for production activities, and have a useful life of more than one period.

Definition of Intangible Assets

Firmansyah et al., (2020) Intangible assets are non-monetary assets that can be identified without physical form. These assets or assets are held to be used to produce or deliver goods or services, to be rented out to other parties, or for administrative purposes. Rosdini (2016) states that intangible assets center information gaps arising from forward-looking company activities and uncertain economic activities. Based on some of the definitions above, it can be concluded that intangible assets are assets that are not visible or physical and can be used for future activities.

Definition of Asset Management

Suparman (2018) states that asset management includes several stages, namely requirements planning, budgeting, procurement, distribution (including storage), use, maintenance, and disposal. In Government Regulation Number 27 of 2014 concerning Management of State/Regional Property, it is stated that the management of state/regional property includes planning needs and budgeting, procurement, use, utilization, security and maintenance, assessment, elimination, transfer, administration, guidance, supervision, and control.

RESEARCH METHODOLOGY

The research method used is the descriptive qualitative research method. The qualitative descriptive method is carried out by outlining the facts of a situation at the research location. Data collection techniques used are interviews, observations, and literature studies. (1) Interview, data collection with interview techniques is done by giving several questions related to related topics, then the respondent will answer and share information according to the questions that have been asked. Interviews were conducted with 3 people, namely the Manager of the Asset Administration and Asset Management section, the staff of the Asset Administration and Asset Management section, and the staff of the Asset Administration and Asset Management section. (2) Observation were made by looking at the conditions around the work environment and were carried out for 3 months, from March to May at PT Industri Kereta Api (Persero). This data collection technique serves to complement the data that has been collected through interviews. (3) Literature Study, the technique of collecting literature study data is done by studying and reading journals, books, research reports, and related supporting articles to be used as references in writing this final project.

FINDINGS

As a State-Owned Enterprise, PT INKA formulated its vision to become a manufacturing and related business company that provides integrated solutions for a sustainable land transportation system. PT INKA is the first integrated railway manufacturer in Southeast Asia. PT INKA aims to produce high-quality products and services for its customers. In addition, the company also ensures that customers receive the highest quality products. To support the achievement of these goals, PT INKA is inseparable from several important supporting factors, one of which is assets. Assets in the company certainly need to be appropriately managed to benefit the company (Ambarita, 2016). In the infrastructure sector such as PT INKA, an asset-intensive business involves significant capital investment and effective asset management is critical to the achievement of business objectives. Asset Management (AM) is a core function of an asset-intensive business and is responsible for asset management. As AM increases in this task, it is expected that businesses will have greater performance and maturity to manage assets (Lima, et al. 2021).

The asset management process at PT INKA involves various divisions within the company. Each section has its role in managing all assets owned by the company. However, the GA Department holds the most crucial role under the Human Resources and GA Division (Hambudi, 2015). Based on the interviews, the three sources stated that the GA Department at PT INKA is divided into two parts, namely the Asset Administration and Asset Management section, and the General and Security section. The asset management at PT INKA is carried out by the Asset Administration and Asset Management section. The Institute of Asset Management (IAM) (IAM, 2016) asserts that “Organizations are increasingly recognizing Asset Management as a discipline that has significant relevance and potential for improving performance.

Based on the Regulation of the Board of Directors of PT INKA Number PER-07/INKA/2020 concerning the Organizational Structure at the Section Level, PT INKA in the Asset Administration and Asset Management section has a role and scope of work, namely carrying out activities in the Asset Administration and Asset Management section which includes activities in the field of governance. Asset business includes inventory, reporting, supervision & control, utilization, archiving, and optimization of company assets to support the company's business development (Suparman, 2018). Then, the Asset Administration and Asset Management section is also supported by human resources that have been

fulfilled, such as managers and staff and already have unique competencies in the form of soft and complex competencies.

Based on the interview results, the total assets owned by PT INKA per amounted to 4101. In managing its assets, an Asset PIC was appointed from each division to be responsible for reporting assets to the GA Department.

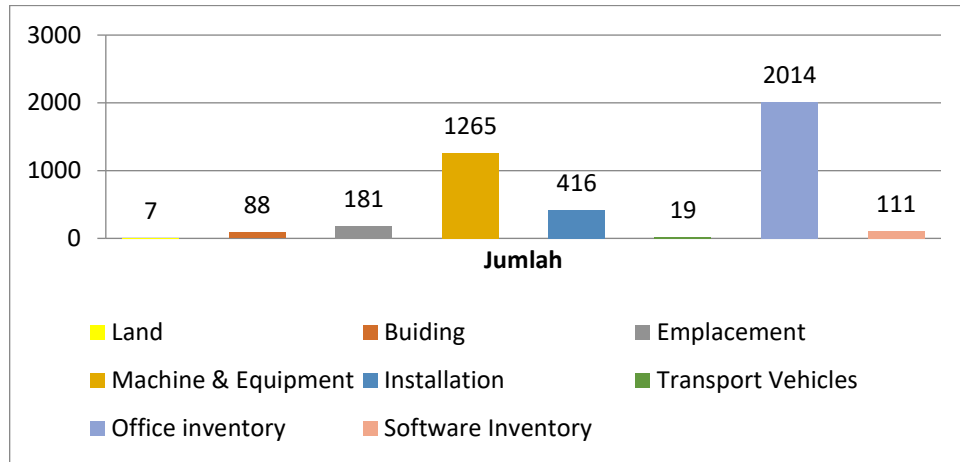


Fig 1 Total Assets of PT INKA

Source: Interview Result Data

Based on the results of the interviews, the interviewees explained that these assets were spread over several locations, including the Head Office of PT INKA Madiun, Representative Offices in Jakarta, Bandung, and Banyuwangi. Asset management outside Madiun City is carried out directly by visiting the office and checking assets. However, due to the COVID-19 pandemic, the process was hampered and could not be carried out directly, so each Asset PIC carried out asset management outside Madiun City by sending documentation and reporting asset conditions to the GA Department.

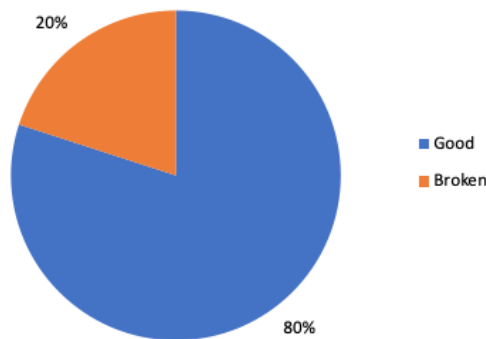


Fig 2 PT INKA Asset Condition

Source: Interview Result Data (2021)

The condition of assets at PT INKA is reported in 2 (two) conditions, namely excellent and damaged. As much as 80 percent of the asset category is still in good condition, while 20 percent of the damaged asset

category. Assets can be declared damaged if the asset is no longer by technological developments, is not following the organization's needs, is severely damaged, and the practical life/use has ended.

Asset Management

The GA Department at PT INKA is responsible for and plays a role in all company asset management carried out by the Asset Administration and Asset Management section. Based on the interviews, the three sources said that the role of the Asset Administration and Asset Management section of the GA Department as asset manager includes planning for procurement, maintenance, management, and write-off of production assets and non-production assets. The maintenance process affects all aspects of business effectiveness and risk, safety, environment, energy efficiency, product costs, quality and customer service. As the company further developed, the maintenance function has been enveloped by AM as part of the asset life cycle (Attwater et al., 2014; Chemweno et al., 2013; El-Akruti et al., 2013).

The Asset Administration and Asset Management section plan the procurement, maintenance, management, and write-off of production assets and non-production assets. Each of these roles has several work activities, namely:

1. Carry out planning for the procurement of production and non-production assets, including:
 - a. Cooperating with the Company Development Department and users in identifying planning needs for the procurement of production and non-production assets as well as compiling a master list of company investments;
 - b. Verifying documents for procurement of production and non-production assets based on the company's investment master list;
 - c. Carry out the making of a Purchase Requisition (PR) to be submitted to the Planning & Procurement of the Supply Chain;
 - d. Cooperating with the Supply Chain Control & Evaluation Section in signing the Letter of Receipt of Goods Assets (STPBA) for the procurement of production and non-production assets;
 - e. Carry out labelling of asset item numbers/recording of production and non-production assets
 - f. Issue the Minutes of Handover (BAST) to the requesting user.
2. Carry out maintenance of production and non-production assets, including:
 - a. Processing Asset Maintenance/Repair Request (SPR) from requesting user.
 - b. Submitting PR services for the maintenance of Production and Non-Production Assets to be submitted to the Supply Chain Management Department;
 - c. Recording the results of the machine and facility repairs in the form of a Machine Maintenance and Repair Work Report (LP3M) as well as the results of preventive machine maintenance in the form of a Periodic Machine Maintenance and Repair Work Report (LP3MB);
 - d. Recording the results of building repairs in the form of an Official Report on Commissioning (BAC);
 - a. Issuing Minutes of Work Completion (BAPP) for asset maintenance services.
3. Carry out the management of the company's production and non-production assets, including:
 - a. Create procedures for the utilization of the company's production and non-production assets;
 - b. Organizing and controlling the company's asset administration activities which include:
4. Implement the process of utilizing production and non-production assets, including:
 - a. Recording the use of company assets such as official houses, PT INKA mess, machines, and others;
 - b. Make contracts for the utilization of production and non-production assets by other parties.

- c. Carry out the write-off process for production and non-production assets. The write-off is any action to write off Fixed Assets/Intangible Assets of the Company from the books or balance sheet of the company. Asset write-off activities include:
- d. Submit proposals for the write-off of production and non-production assets;
- e. Coordinate with the Legal Department, the Accounting & Taxation Department, and the Internal Control Unit Division in the company's asset write-off activities;
- f. Perform the write-off process for production and non-production assets according to applicable procedures;
- g. Perform physical checks of written-off assets with related units;
- h. Monitoring the asset write-off process at the Ministry of SOEs;
- i. Carry out the process of writing off production and non-production assets through grants/sales/auctions following applicable procedures;
- j. Following up on the results of the write-off decision of production and non-production assets;
- k. Supervise assets during the waiting period for collection by the winning bidders.

Nugroho & Indriyani (2019), GA has several roles. One of which is managing assets by preparing periodic reports on the existence and condition of company assets, controlling office facilities, controlling the security of all office facilities and company assets, and recording property assets. Likewise, GA at PT INKA has various roles, one of which is asset management carried out by the Asset Administration and Asset Management (AM) section. AM aims to position assets to optimize asset performance against a value requirement profile (Amadi-Echendu et al., 2010; Trindade et al., 2019; UIC, 2016). In terms of business profitability, although the relationship between AM and business performance may seem natural, there are several important aspects to consider.

All human resources in the Asset Administration and Asset Management Department of PT INKA's GA Department carry out basic tasks based on asset management assigned positions and carry out other tasks or instructions based on special orders. According to Shalfiah (2017), This follows the statement that the notion of a role is a dynamic process of position (status). So if a person carries out the rights and obligations according to his position, he is carrying out a role.

Based on the results of the interviews, the three interviewees said that in carrying out the task of managing staff assets, they were always given specific targets that must be achieved so that in carrying out the tasks assigned by their superiors, the staff had to meet the targets that had been set every day. Staff can also follow instructions well so that tasks can also be completed as soon as possible. The targets given are not required to be completed on the same day but can be continued on the following day so that staff is not too burdened with a high workload. In terms of human resources, the GA Department has carried out its duties in terms of asset management by the roles stated in the SOP. In addition, the role of GA at PT INKA is also appropriate as expressed by Hambudi (2015: 9) that GA has several scopes of work, one of which is inventory assets and asset management, namely acting as a depositor, custodian, and registrar of assets owned by the company.

According to Suprihanto (2018:4), management is the process of planning, organizing, leading, and controlling the work of organizational members and using all organizational resources to achieve predetermined organizational goals. Therefore, in carrying out asset management activities, the role of all

human resources in the GA section is vital because assets can support the company's business development. This is following previous research conducted by Putra & Hapsari (2017) that the role in asset management is expected to be more transparent and refers to applicable regulations. However, although the SOP has carried out its role in asset management implementation activities, some obstacles remain to its implementation.

Based on the results of observations and interviews with the three sources, it can be concluded that the obstacles encountered when managing assets are mostly done manually rather than using existing technology. Problems that arise when performing roles when managing assets manually include the following:

1. The implementation of asset-taking activities needs to visit each part of the company, which will take much time considering the company is quite large. For assets that are movable or can move places and assets that are very small, it will not be easy to detect if the assets have moved.
2. Inadequate facilities in the implementation of asset management. From the results of observational research, during the process of checking assets to be written off, there is no special warehouse provided for damaged assets, especially assets whose physical form is substantial.
3. Leaders and staff cannot quickly track and monitor all asset management but have to ask the Asset Manager PIC so that it is not effective and efficient.
4. The company's productivity will decrease over time because asset management activities are essential and will become the benchmark for developing company performance.

Based on the problems described above, it is concluded that the role of asset management activities carried out by the PT INKA company by the GA Department is not yet fully optimal. The role of the GA Department in managing assets needs to be supported by the application of technology as the full implementation of the Industrial Revolution 4.0. The application of existing technology will assist the company's development in bringing a positive influence to human resources and the surrounding environment and bringing the company to significant progress.

Implementing good digitalized asset management will improve corporate governance so that GCG (Good Corporate Governance) will be created. The application of GCG principles will add value to the company in the eyes of stakeholders and improve the company's business performance in the long term. The role of the GA Department in managing assets needs to be supported by the application of technology as the full implementation of the Industrial Revolution 4.0. The application of existing technology will assist the company's development in bringing a positive influence to human resources and the surrounding environment and bringing the company to significant progress.

CONCLUSION AND RECOMMENDATION

PT INKA is a manufacturing company in the railway and transportation sector. PT INKA has assets that are used to support its production activities. Therefore, PT INKA always ensures that assets are in good condition by implementing asset management. The asset management process at PT INKA involves various divisions within the company. Each section has its role in managing all assets owned by the company. However, the GA Department holds the most crucial role under the HR & GA Division. The GA Department is divided into 2 (two) sections, namely the Asset Administration and Asset Management

section, and the General and Security section. The asset management at PT INKA is carried out by the Asset Administration and Asset Management section. The Asset Administration and Asset Management section of the GA Department as an asset manager is to carry out planning for the procurement, maintenance, management, and write-off of production and non-production assets. The GA Department has carried out its duties in terms of asset management by the roles stated in the SOP.

Asset management by utilizing existing technology can help staff carry out activities quickly to create time and energy efficiency. The technology currently being developed already has a QR Code system that can contain various information in it. Implementing this digital system will make it easier for staff to take asset opname and detect the location of movable assets easily. In carrying out an activity, infrastructure is needed to support these activities. If the facilities are not appropriately fulfilled, the activities will not run smoothly and effectively. The availability of adequate facilities to store assets, maintain assets, and check assets is very important to protect these assets. From the study results, the facilities that have not been fulfilled occur because there is no sufficient budget to realize the provision of these facilities.

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