

## Asset Management, Optimization of Asset Use, and its Effect on Local Own-Source Revenue

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### ABSTRACT

Assets are one of the tools to generate revenue for a country. Given the important role of assets, this study aims to comprehensively determine the effect of asset management and asset optimization on PAD. The method used is literature study with descriptive analysis. The research results from 13 regions, 6 of which show that asset management has an effect on PAD, 2 regions state that asset management has no effect on PAD, 2 regions prove that asset optimization has an effect on PAD, and 3 regions state that asset management has no effect on PAD. The author can also conclude that asset management/management and asset optimization are closely related and affect each other.

**Keywords:** Asset Management; Optimization of Asset; PAD; Local Own Source Revenue

### INTRODUCTION

State assets are valuable resources that can serve as effective means for generating revenue for a nation. Every governmental entity, whether at the federal or local level, is required to possess assets, including tangible fixed assets, current assets, and intangible assets. Optimal asset use is vital, as it encompasses the community's entitlement to benefit from state assets. Efficient management of assets can enhance government revenue through Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/PNBP) or Local Own-source Revenue (Pendapatan Asli Daerah/PAD) (Kuntadi et al., 2022). Nevertheless, inefficient exploitation of assets will result in spending on assets that are not commensurate with the generated income. Consequently, the government will incur financial losses rather than deriving any advantages from these assets. The use of efficient and effective asset management principles is crucial for the prosperity of an area.

Misuse of state assets still occurs due to ineffective management of state assets. Dian Patria, the Head of KPK's Region V Coordination and Supervision Task Force, has identified multiple instances of misappropriation of local government assets in Papua, including vehicles, official residences, and other facilities. Several modes include asset disappearance, transactions, usage outside of the city, extensive damage, and renaming to a personal name. Indeed, if these officials acknowledge that the assets are not their own, then these assets have the ability to generate revenue at a regional level (Pratiwi, 2023). In 2019, the Corruption Eradication Commission (KPK) also discovered issues pertaining to assets in Papua. Febri Diansyah, the Head of the KPK's Public Relations Bureau, states that regional asset management has consistently been a reoccurring discovery by the BPK. There are numerous problematic assets in Papua, totaling almost hundreds of billions. These include 71 official vehicles held by third parties, 158 uncertified land parcels, and 7 problematic assets in the shape of office buildings, marketplaces, schools, and other assets that are now in dispute with other parties (BPK Representative of Papua, 2019).

These incidents are a consequence of regional autonomy, which entails an increased involvement for local governments (Antoh, 2017). Regional autonomy is the

right, authority and obligation of autonomous regions to regulate and manage the interests of government and the interests of local communities according to their own initiatives based on the aspirations of the community in accordance with Law Number 22 of 1999 concerning regional government, with the enactment of the law there will be fundamental changes in the state management system which has been centralized. Regarding the issuance of government regulations that establish regional autonomy, local governments are required to have independence in financing most of their development budgets. Local assets are an important resource for local governments as the main support for local revenue (Aira, 2014). Therefore, local governments must be able to optimize their sources of regional revenue, especially in local revenue.

From the above problems, it can be seen that the main problem in managing regional assets is asset data management. This causes local governments to find it difficult to know exactly which assets they must manage, so that assets tend not to be optimally used. Implementation of good management of the asset life cycle is needed to achieve optimal benefits on these assets, management of this asset cycle is usually called asset management (Kuntadi et al, 2022). Siregar (2004) explains that there are several stages in asset management that can be implemented to increase the value of assets owned, namely asset inventory, asset legal audit, asset valuation, and asset monitoring and control. Several previous studies have proven that good asset management will affect the increase in local revenue (Bafa et al., 2021; Saputra et al., 2019; Sara & Saputra, 2021; Handayani & Nugraha, 2023). Meanwhile, according to (Risambessy, 2009; Kurniyanta et al., 2018) Asset management does not show a significant effect on PAD.

Asset management and asset optimization are basically not much different because they both aim to manage assets. Some previous studies prove that asset optimization can be achieved with good asset management (Antoh, 2017; Demetouw et al., 2017; Umbora et al., 2018; Kuntadi et al., 2022). This means that asset management and asset optimization are interrelated to influence local revenue. However, several other studies also prove the direct effect of asset optimization on local revenue. Asset optimization is proven to have a positive effect on increasing local revenue. (Dewi et al., 2017, 2018). Meanwhile, according to Wulandari & Furqani (2022) optimization of asset utilization has no significant effect on PAD. Based on the background that has been described and the inconsistent results of previous research, this topic is interesting to discuss. The purpose of this study is to determine the effect between asset management and optimization on local revenue in several regions in Indonesia.

## **Literature Overview**

### **a. Asset Management**

Asset management, as described by Siregar (2004), refers to the systematic management of all tangible and intangible resources that possess economic worth and contribute to the attainment of individuals' and organizations' objectives. There are three main objectives of asset management, namely the efficiency of utilization and ownership, maintaining economic value and potential, objectivity in supervision and control. Asset management must go through the management process in general, namely POAC (Planning, Organizing, Actuating and Controlling) so that it can be utilized or can reduce costs efficiently and effectively. Asset management is the initial capital for local governments to increase local revenue, from the asset management

activities above, the most potential in increasing local revenue is asset utilization (Alvionita et al., 2023). The administration of local government assets is comprised of five distinct stages: asset inventory, legal audit, asset value, usage optimization, and SIMA (Asset administration Information System) oversight. The five stages are interrelated and cohesive, and can be elucidated as follows:

1. Asset inventory, a process that encompasses two aspects: physical inventory and legal inventory. The physical aspect consists of shape, area, location, volume/quantity, kind, address, and others. Meanwhile, the juridical aspect refers to the ownership status, legal issues involved, and the ultimate boundaries of ownership (Aneta & Abdussamad, 2018).
2. Legal Audit, as stated in Permendagri number 19 of 2016 regarding guidelines for the management of local government property, is a precautionary or regulatory measure aimed at ensuring the physical, administrative, and legal management of local government property. According to Adyatma & Oktaviani (2015), legal audit is a management asset scope that involves inventorying the status of asset ownership, systems and procedures for asset ownership or transfer, identifying and finding solutions to legal issues, and strategies for resolving various legal issues related to asset ownership or transfer.
3. Asset valuation, the activity of assessing the value of assets controlled by the local government, typically carried out by an independent valuation consultant (Alvionita et al., 2023). The outcome of the assessment will be utilized to determine the value of wealth as well as information for pricing the assets to be sold.
4. Asset optimization is the process of maximizing the potential of physical, locational, value, quantity/volume, legal, and economic aspects of the asset. In this activity, local governments assess and classify their assets according to their ability to contribute to leading sectors that can serve as the focal point of the national economic development strategy, spanning the short, medium, and long term (Alvionita et al., 2023).
5. Supervision and control, these operations are commonly facilitated by an integrated system inside each local government, such as SIMA (Asset Management Information System), which improves transparency and the efficiency of the regional administration. This is a crucial measure to protect the regional assets. Inadequate control and supervision frequently lead to the loss of an asset, resulting in financial losses

#### **b. Asset Optimization**

Asset optimization is a strategic process within asset management that seeks to maximize the potential, location, value, amount or volume, as well as the legal and economic aspects of the asset (Duan, 2023). According to Soleh and Rochmansjah (2010), "local assets can be optimally utilized without burdening the regional income and expenditure budget, especially in terms of maintenance costs and the possibility of encroachment by irresponsible parties". The increase in regional own-source revenue must be carried out legally, based on regulations. The productivity of local regulations in each region can be seen as a positive aspect. From the given definition, it can be inferred that the optimization of asset utilization is the relationship between the utility of services and the return of profits. An asset is maximized in its potential to generate greater benefits or produce higher income than its cost..

According to Dewi et al. (2018), the optimization of asset utilization has the potential to increase regional income through the implementation of effective inventory

and identification systems. According to Widayanti (2010), the optimization of assets has an impact on the inventory and identification of assets. Therefore, management/administration fundamentally influence each other and are closely related to asset optimization. Asset management is a key factor in supporting the performance of local governments in order to optimize the utilization of existing assets in the region (Widiantari & Jayantiari, 2017).

**c. Local Own Source Revenue (PAD)**

Local own-source revenue refers to the revenue acquired by a specific region through the implementation of local regulations in compliance with statutory regulations (Alvionita et al., 2023). Regional own-source revenue (PAD) refers to the collective endeavors undertaken by the regional government to financially support the administration of the regional government in the context of implementing autonomy (Saputra et al., 2019). According to Law No.33 of 2004, PAD, also known as regional own-source revenue, refers to the income generated by an area and utilized as the primary capital for local government to finance development projects and reduce reliance on money from the central government. The capacity of a region to generate revenue from its own sources will have an impact on the growth and progress of the territory. The government's performance improves in direct proportion to the increased contribution of PAD to the APBD.

The formulation of local revenue in accordance with the current law (Law No. 33/2004) consists of: 1) Local taxes (PD); 2) Local Retribution (RD); 3) Local Assets/Wealth; 4) Other legitimate local levies according to the law. The above revenue sources illustrate how the region exploits its own region with all existing sources in order to obtain revenue from within the region itself. This of course has limitations because the potential income will return to the region itself, whether it has the ability to increase economic activity or not which in turn will have a multiplier effect on the region itself government's ability to explore these sources of revenue (Risambessy, 2009). Local authorities should enhance the efficiency of their local revenue generation to fund regional expenses without impeding economic activities in the respective area.

**METHOD**

This research uses a literature study with a descriptive analysis method. Literature study is research by collecting data through a study of books, notes, literature, and reports, both published and unpublished, related to the problem being studied (Mulawarman, 2014). The Researchers employ a descriptive qualitative approach in order to acquire a lucid and comprehensive depiction. The analysis procedure involves examining diverse study findings pertaining to asset management, asset optimization, and local own-source revenue. The sources of reference are textbooks and research articles. The research reference sources sampled were 15 articles, which were then analyzed descriptively. Articles were grouped into two, namely articles that discussed the direct effect of asset management on increasing PAD and the direct effect of asset optimization on PAD. The analysis of research results was also considered based on the research area.

## RESULTS AND DISCUSSION

### The Effect of Asset Management on Local Own-Source Revenue (PAD)

Based on the results of the author's search, there are 9 articles in different research object areas and examine the effect of asset management on PAD. The following is a summary of the research results.

**Table: I** Research Results on the Effect of Asset Management on PAD

Research Area	Author	Research Results
Lamongan Regency	Risambessy (2009)	The performance of regional assets has a substantial impact on local revenue, although the regional asset control system and the regional asset accounting system do not have a large influence on local revenue.
KPKNL work unit Jember City	Kurniyanta et al. (2018)	Asset management has no significant effect on the optimization of idle assets.
Tanimbar Islands Regency	Bafa et al. (2021)	The professionalism of village asset management has a positive effect on village revenue.
Pangandaran Regency	Herliana (2021)	There is an effect of village asset management on increasing village revenue by 16%.
Badung Regency	Sara & Saputra (2021)	Asset management and asset identification have a significant positive effect on increasing village revenue.
North Lampung Regency	Alfianti (2022)	The management of fixed assets of buildings and structures in increasing local revenue during the Covid-19 period in North Lampung Regency is running quite well.
Parongpong Subdistrict	Handayani & Nugraha (2023)	The management of village assets has a positive impact on the increase in village income.
Gorontalo City	Alvionita et al. (2023)	The management of fixed assets, such as land and buildings, in order to increase the local revenue of the city of Gorontalo, has been implemented to some extent in terms of planning, execution, and supervision, but it has not been running smoothly.

The research findings in several regions indicate varying results. Below is a further analysis on the impact of asset management in certain regions in Indonesia.

#### 1) Lamongan Regency

The population in the study conducted by Risambessy (2019) consists of all bodies and institutions related to the regional asset management system of Lamongan Regency that manage both natural and cultural heritage tourism assets. Some of the bodies or institutions involved include: the Department of Tourism and Culture, the Department of Local Revenue, relevant government agencies (SKPD) that have coordination in the management of regional assets, private institutions for the purpose of collaboration in the management of regional tourism assets or partnerships, and other bodies established by the local government for tourism tasks and increasing regional asset revenue (such as the Regional Finance and Goods Agency in Lamongan Regency-BKBD). The research sample utilizes a saturated sample, which



includes the entire population. The data was collected from secondary sources, which were obtained from data that corresponds to the population and sample of the study. The primary data was obtained through direct interviews during data inventory. The data is processed into a data tabulation for the needs of each variable and research indicator. Subsequently, based on all the collected research data, a data identification process will be conducted using the SEM-PLS (Structural Equation Modeling- Partial Least Square) model.

The research findings indicate that the performance of regional assets has a significant impact on regional revenue. This demonstrates that effectively overseeing regional resources through delegated authority can greatly enhance local income. The local asset control system does not have a significant impact on the local revenue. This suggests that the management control system for a region's assets cannot directly influence its local revenue. However, the control system can only provide a good process in empowering the local assets. The local asset accounting system has no significant impact on the local own-source revenue. These conditions indicate that the success of the local asset accounting system can only assist in the management control system of the local assets, ultimately leading to a good local asset empowerment program. Therefore, the local asset accounting system cannot directly influence the local revenue.

## **2) Jember City**

The population in the study conducted by Kuriyanta et al. (2018) consists of all the K/L (Ministry/Institution) units in the working area of KPKNL (State Property and Auction Service Office) Jember, totaling 210 units. The sampling in this study was conducted using the purposive sampling method, resulting in 61 samples. The quantitative data analysis in this study employs the PLS approach. This study employed a survey method by distributing questionnaires to the research subjects to address the research problem formulation. The research findings reveal that asset management, SPIP, and human resource competence have a non-significant impact on asset idle optimization. The management of assets and the optimization of idle assets have a negligible impact on the revenue of the vertical units/agencies within the jurisdiction of KPKNL Jember.

Asset management has an influence, although not a significant one, on income due to the inability of asset management variability to proportionally affect income variability. This is due to the fact that the KPKNL Jember unit is a public sector organization that is service-oriented, which sets it apart from other profit-oriented private sector companies or organizations. Presently, the utilization of work unit assets is predominantly oriented towards public services rather than generating cash. However, the optimization of assets has a negligible effect as the currently unused assets are still given priority for utilization or allocation to the units that need the assets. The DJKN (Directorate General of State Assets), which is expected to become a revenue center through asset management, is still unable to manage idle assets in order to increase state revenue.

## **3) Tanimbar Island Regency**

The research conducted by Bafa et al., (2021) sampled village devices, village-owned enterprises, asset managers, and community members actively involved in asset management in the Kepulauan Tanimbar Regency in the Maluku Province. Data collection is conducted by distributing questionnaires through Google Form. The number of processed questionnaires is 50. The obtained data is subsequently

analyzed using multiple linear regression analysis. The findings of this study indicate that the professionalism in managing village assets has a positive influence on the original income of Wunlah Village in Wuarlabobar Subdistrict, Kepulauan Tanimbar Regency. This concept is strongly linked to the goal setting theory, which posits that an individual's conduct in the workplace is influenced by their thoughts and intentions. An essential element in attaining success is the provision of motivation, which enhances individuals' drive to accomplish their duties.

#### **4) Pangandaran Regency**

The research conducted by Herliana (2021) was carried out in Sidomulyo Village, Pangandaran Subdistrict, Pangandaran Regency. The population used in this study consists of village officials and residents of Sidomulyo Village, Pangandaran District, Pangandaran Regency, totaling 104 individuals. Subsequently, a proportionate stratified random sampling was conducted, resulting in a sample of 51 individuals who were surveyed using a questionnaire, along with 1 village head who would be interviewed. Therefore, the total number of samples used is 52 individuals. The data acquired is examined using the techniques of correlation coefficient analysis, determination coefficient analysis, and T-test. The research findings indicate that there is an influence of village asset management on the increase of village's own income. The generated level of influence is 16%, indicating that village asset management has a 16% impact on the increase in village's own income. The magnitude of the influence can be considered low, but its impact cannot be disregarded.

#### **5) Badung Regency**

The study conducted by Sara & Saputra (2021) focused on the entire population of 46 villages in the Badung-Bali Regency, using a census sample method. The data collection technique involves the use of a questionnaire, as this research is designed as a survey study. The research data analysis employs multiple linear regression. The research findings indicate that asset management and asset identification have a significant positive impact on the increase of village's own-source revenue. This highlights the necessity of categorizing assets to discover possible resources in rural regions that can be utilized to bolster village progress and improve the well-being of rural populations. The objective of asset management is to ensure the sustainable capacity development of local government. Therefore, it is required to develop or optimize the utilization of local assets in order to increase local revenue. Efficiently managing regional assets is a vital factor in ensuring a successful corporate performance. This necessitates a thorough evaluation of various regional assets, including inventory, legal audit, asset value, as well as supervision and control. If executed effectively and accurately, these measures will greatly benefit the government in enhancing effectiveness and efficiency, as well as creating added value in managing assets in a more orderly, accountable, and transparent manner.

#### **6) North Lampung Regency**

The study was carried out at the Regional Financial and Asset Management Agency (BPKAD) of North Lampung Regency through interviews with the BPKAD director and other department heads. The methodology employed by Alfianti (2022) in her research is descriptive research utilizing a qualitative approach. The implementation of fixed asset management for buildings and structures in order to increase revenue during the Covid-19 pandemic has been carried out effectively, resulting in a significant increase in revenue. The implementation has also been in accordance with the applicable regulations and provisions. Of the five dimensions and

nine indicators, seven have been implemented effectively. The seven indicators include physical inventory of fixed assets, legal inventory of fixed assets, system procedures for asset control or transfer, asset valuation, asset management to optimize physical potential, supervision and control, and document regularization as proof of ownership. Meanwhile, two indicators that are not yet optimal are the inventory of fixed asset ownership status and the identification of potential assets. Based on the aforementioned comparison, it can be concluded that the management of fixed assets in improving the Regional Revenue (PAD) in North Lampung Regency is quite satisfactory.

#### **7) Parongpong Subdistrict**

The research conducted by Handayani & Nugraha (2023) adopts a quantitative causal approach, focusing on the village governments in the Parongpong District, consisting of a total of seven villages. Each village is represented by the Village Consultative Body (BPD), Village Secretary, Village Treasurer, General/Section Head, and Village Head, with a total of 5 questionnaires per village. The data obtained by the researcher, totaling 35, is both legitimate and reliable, and subsequently analyzed using the multiple regression analysis method. The research findings indicate that the management of village assets has a positive and significant impact on increasing village income. Improving the management of village assets can enhance the village's income. The village government in the Parongpong District manages the village's assets by overseeing the calculation, organizing affairs, conducting activities, recording information, and creating reports on its village assets, all of which are carried out in a functional manner. The management of assets is then conducted in accordance with the law and regulations.

#### **8) Gorontalo City**

The methodology employed by Alvionita et al. (2023) in this study is descriptive with a qualitative approach. The Head of Asset Division and the personnel of the Asset Division of the Financial Agency of Gorontalo City, consisting of a total of 5 individuals, were selected as the subjects of the study. Data collection is conducted through the utilization of observation, interviews, and documentation techniques. The research findings indicate that the management of fixed assets, such as land and buildings, to enhance the revenue of Gorontalo City, as seen through the asset management process that includes asset inventory, valuation, and legal audit, has not been effectively implemented due to the lack of government-appointed appraisers. If a private assessor is used, it will require a larger budget, whereas the regional budget is limited. Moreover, specific procedures in the legal audit have not been carried out in compliance with the criteria established by the Gorontalo City Financial Agency.

### **The Effect of Asset Optimization on Local Revenue**

Based on the author's investigation, there are 6 articles on 5 different research areas examining the impact of asset optimization on local revenue. Here is a summary of the research findings.

**Table:** II Research Results on the Effect of Asset Optimization on PAD



Research Area	Author	Research Results
<b>Denpasar City</b>	Widiantari & Jayantiari (2017)	The utilization of regional assets for the purpose of increasing regional original income (PAD) has not been optimal.
<b>Buleleng Regency</b>	Dewi et al., (2017)	The efforts to optimize the management of village assets significantly have a positive impact on the increase of the village's own income.
	Saputra et al., (2019)	The optimization of asset management has a positive impact on the increase of the village's own income.
<b>Malang City</b>	Fajri et al., (2018)	The management of local land assets to increase the local revenue in the Regional Government of Malang City can be achieved through land asset management channels.
<b>Sumenep City Subdistrict</b>	Wulandari & Furqani (2022)	The optimization of village asset use does not have a substantial impact on the original income of the village.
<b>Lembata Regency</b>	Duan (2023)	The optimization of local asset management (fixed assets) for the purpose of increasing local revenue in Lembata Regency is not yet ideal.

The research findings in several regions indicate varying results. Below is a further analysis on the impact of asset management in certain regions in Indonesia.

### **1) Kota Denpasar**

The research conducted by Widiantari & Jayantiari (2017) directly focused on the asset management department of the Denpasar Mayor's Office. The writing method employed is the empirical method, which is based on the observed reality in society and its connection to practical applications in society. The utilization of regional assets for the purpose of increasing local revenue (PAD) has not been optimal. The utilization of municipal assets in Denpasar City is not yet optimal due to insufficient reporting on unused assets, inadequate recording or inventory of utilized assets, and lack of administrative order in asset inventory. As a result, asset managers sometimes do not know the whereabouts of their assets and face difficulties in assessing the value of local assets that will be utilized.

### **2) Buleleng Regency**

The population in the study conducted by Dewi et al., (2017) consisted of all villages in Buleleng Regency that received village funds in accordance with Law No. 6 of 2014 concerning Villages. There were a total of 129 communities that fulfilled the sample criteria and took part in this study. Subsequently, questionnaires were distributed and 87 questionnaires were returned. From a demographic perspective, the respondents consisted of 67 Village Heads and 20 Village Secretaries. Data analysis is conducted using multiple linear regression. The research findings indicate that the optimization of asset use and professionalism in asset management have a proven positive impact on the increase of local revenue in the villages of Buleleng Regency, Bali.

Effective management of local assets is a crucial determinant of a healthy business performance. Asset management, which involves maximizing asset

utilization, is a powerful method to improve performance, guaranteeing transparency in asset management without any worries about inadequate oversight and control. The research conducted by Saputra et al. (2019) also demonstrates the same findings, namely that the optimization of village asset utilization and the professionalism of village asset management have a significant impact on local revenue. The location of this research is in the villages that manage village funds in Buleleng-Bali Regency. The total number of villages is 129, and all of them are included as samples for the research.. Testing hypotheses using multiple linear regression with the OLS (Ordinary Least Square) model.

### **3) Malang City**

The research conducted by Fajri et al. (2018) employed the methods of observation, interviews, and documentation. The data analysis employed is interactive data analysis using a case study research approach. The research concludes that land asset management can be utilized to enhance local revenue in the Malang City Local Government through effective administration. The management of regional land assets begins with an inventory process. However, this process faces challenges due to the large number of objects to be inventoried and the limited availability of both manpower and budget. Secondly, the utilization of land assets through the use of regional property permits to build houses, shops, educational buildings, or for business purposes cannot be considered as rent due to the fact that the land's status is a right of authority rather than ownership by the Malang City Regional Government.

### **4) Sumenep City Subdistrict**

Wulandari & Furqani (2022) conducted a study on the population of Village and Subdistrict Officials in the City District, namely in 12 villages and 4 subdistricts located in the Sumenep City District. The data source utilized is primary data collected through questionnaires. The research findings were derived through the use of multiple regression analysis, revealing that the Optimization of Village Asset Utilization did not have a statistically significant effect on Village Own-Source Revenue. This is due to the suboptimal utilization of village assets in the Sumenep City District. The emergence of the Covid-19 pandemic has significantly affected the utilization of village assets, one of which is the implementation of the PPKM that has forced village governments to close their assets, such as markets, despite the crucial role these village assets play as a source of Village Original Income (PADes). As a result, the Village Government is not fully maximizing the utilization of its village assets.

### **5) Lembata Regency**

The study conducted by Duan (2023) employed a research design utilizing a descriptive method through an inductive approach. The study had a total of 6 informants. The author conducts observation, interviews, and documentation to obtain information from the informants. The research findings demonstrate that the optimization of fixed asset management of land for the purpose of increasing local revenue in Lembata Regency is not yet optimal, due to the presence of 323 uncertified and underutilized land assets, and the level of efficiency of land assets in Lembata Regency is not efficient.

### **CONCLUSION**

Out of the 8 articles discussing the impact of asset management on regional revenue, 6 of them provide evidence of a positive influence of asset management on revenue growth. Although several of the six studies only had a 16% level of influence, the impact cannot be disregarded. On the other hand, the other two articles demonstrate that there is no significant influence between asset management and PAD. This is because in the city of Lamongan, asset control systems and asset accounting systems do not have a direct impact on PAD. However, they are moderated by asset empowerment. The research conducted in Jember City also indicates that the results are not influenced due to the non-profit oriented working environment of the unit, resulting in the unit's assets being predominantly used for public services rather than being managed to generate revenue.

Out of the 6 articles discussing the impact of asset optimization on regional revenue, 3 of them provide evidence of a positive influence, while the other 3 state that there is no significant impact. The research demonstrates the absence of influence caused by the suboptimal utilization of assets, making it difficult to ascertain its impact. The Covid-19 pandemic has significantly impacted the utilization of assets. In Sumenep City Subdistrict, several local assets were closed during the pandemic, resulting in their inability to be utilized to their full potential.

Based on the sampled research articles, the author may conclude that asset management and asset optimization are closely interconnected and mutually influential. According to Siregar (2004), asset optimization is a component of asset management in the proposed stages of asset management. However, there are also numerous studies that demonstrate the influence of asset management on asset optimization. (Antoh, 2017; Demetouw et al., 2017; Umbora et al., 2018; Kuntadi et al., 2022).

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