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AN ANALYSIS OF THE ROLE OF THE MANAGEMENT AND UTILIZATION OF LOCAL FIXED ASSETS IN SUPPORTING LOCAL REVENUE OF MOJOKERTO CITY

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Abstract

This study analyzes the management and utilization of fixed assets in supporting the local goverment's revenue in Mojokerto City. A descriptive qualitative approach was employed, involving deep interviews with 14 informans for 6 Local Goverment Organizations, observations, and documentation. The findings indicate that the administrative asset management aligns with existing regulations and is supported by E-BMD applications. However, it remains suboptimal due to the lack of specialized Standard Operating Procedures (SOPs), human resource containts, incomplete asset data, and prolonged bureaucratic workflows. Asset utilization through rentals, joint operations, and regional levies contributes to local revenue, with the largest contribution coming from Right-of-Way (Rumija) utilization exceeding Rp10 billion annually. Obstacles encountered include administrative indiscipline, rigid bureaucracy, limited maintenance budgets, and low public compliance. This study implies that establishing dedicated technical units (UPTD), accelerating localized regulations, and enforcing institutional digitization are imperative to unlock the sustainable economic value of public assets for fiscal independence.

Keywords: Fixed Assets, Asset Utilization, Local Government Revenue (PAD), Good Governance, Value for Money

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INTRODUCTION

Regional asset management is a strategic issue because local governments are encouraged to optimize assets as a source of increasing fiscal independence. Fixed assets such as land, buildings, and public facilities have great economic potential if they are used optimally, for example through lease schemes or commercial use (Feijar & Priyono, 2023).

In Mojokerto City, there are still various public assets that have not been utilized optimally, such as mangkrak buildings, quiet traditional markets, and rest areas with low visits. This condition shows that there is a gap between development planning, community needs, and long-term management so that assets have not been able to have a significant economic impact.

By regulation, the management of regional assets has been regulated in Permendagri Number 19 of 2016 which was updated through Permendagri Number 7 of 2024. However, various regions still face obstacles such as suboptimal inventory, weak supervision, and limited human resources. Ideally, each asset has a clear utilization status, generates economic value, and contributes to Regional Original Revenue (PAD), but in reality there are still many assets that have not been utilized optimally, causing *a research gap*.

The importance of asset optimization was also emphasized by the Ministry of Finance which stated that government assets must be managed productively in order to provide economic and social benefits (Treasury, 2024). In addition, Deputy Minister of Home Affairs Bima Arya emphasized the importance of utilizing regional assets to support development, including the sports sector (Detikcom, 2025).

In Mojokerto City, some assets show a low utilization rate, such as the Mount Gedangan Rest Area which has many empty and poorly maintained stalls (Radarmojokerto, 2025b), the problematic Majapahit Marine Park that dragged cases of alleged corruption (Radarjombang, 2025), as well as regional markets that require management evaluation (Radarmojokerto, 2025a). This phenomenon shows that regional assets have not provided optimal economic value or maximum contribution to PAD.

This phenomenon can be explained through the theory of public asset management which emphasizes the importance of planning, inventorying, maintaining, and utilizing assets (Satibi et al., 2025), theory *good governance* that prioritizes transparency, accountability, efficiency, and community participation (Rivai et al., 2025), as well as the concept *value for money* which emphasizes the economical, efficient, and effective management of assets (Salida et al., 2025). These

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three approaches are the basis for public assets to be able to provide added value for PAD and community welfare.

Various previous studies have shown that the optimization of regional assets is still a common problem. Rohman & Budiantara (2024) found that sports assets in Sleman have not contributed significantly to PAD, while Feijar & Priyono (2023) shows that land and building assets in Depok have not been utilized optimally. Research Sari et al., (2023) also revealed the weak management of Regional Property (BMD) in Bulukumba, while Negara et al., (2023) found similar problems in state assets in the form of unauthorized use and weak control. The overall study confirms that increasing revenue from government assets requires orderly administration, strong supervision, and utilization optimization.

However, previous studies have not specifically examined the relationship between the management and utilization of regional fixed assets and the increase in PAD in Mojokerto City. Therefore, a study entitled "The Influence of Regional Fixed Asset Management and Utilization on the Increase of Regional Original Income of Mojokerto City" was carried out to fill the gap in the research.

LITERATURE REVIEW

The theoretical basis of this research is based on three main theories, namely Good Governance, Value for Money (VfM), and Asset Management. The Good Governance Theory emphasizes that government management must be carried out based on the principles of transparency, accountability, effectiveness, efficiency, and compliance with the law so that regional asset management can run optimally and avoid misuse and loss of economic value (Mulanda & Adnan, 2023 ; Setiabudhi, 2019). In addition, this concept also prioritizes an effective government organization, a strong supervisory system, and a clear accountability mechanism as the basis for improving the quality of regional asset management (Aprilia et al., 2018). The concept of Value for Money (VfM) explains that the management of public resources must meet the principles of economy, efficiency, and effectiveness so that it can produce the best benefits for the community. In regional asset management, the implementation of VfM is the basis for assessing whether assets have been optimally utilized through performance measurement based on economic, efficiency, and effectiveness ratios. The better the application of this principle, the greater the contribution of assets to the increase in Regional Original Revenue (PAD) (Budianto & Handayani, 2022) ; Fakhira & Muttaqin, 2024).

Meanwhile, Asset Management Theory explains that asset management is a systematic process starting from planning, procurement, inventory, assessment,

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maintenance, utilization, and disposal of assets so that they can be used effectively and efficiently. The success of asset management is influenced by inventory, legal audit, assessment, maintenance, control, and optimal utilization of assets so that they are able to provide economic value and support public services. According to Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2016, regional fixed asset management includes a whole series of activities ranging from needs planning, procurement, use, utilization, security, maintenance, assessment, removal, transfer, to administration. The management must be guided by the principles of functionality, legal certainty, transparency, efficiency, accountability, and value certainty. Hasan (2019) and Antoh (2017) He also emphasized that asset management includes capital cost management, asset life cycle analysis, maintenance, asset capacity, and information management so that assets can optimally support government operations.

Regional fixed asset utilization is defined as the utilization of assets that are not used directly for the implementation of government duties with the aim of obtaining added value as stipulated in Government Regulation Number 27 of 2014. Asset utilization also includes identification, physical and legal inventory, assessment, and use of assets according to strategic planning in order to be able to generate economic value and support the optimization of regional assets (Eljawati & Nurafdaliana, 2024 ; Ratmono & Rochmawati, 2018).

Increase in Regional Original Revenue (PAD) refers to the ability of local governments to increase revenue from regional revenue sources as stipulated in Law Number 1 of 2022 about the Financial Relationship between the Central Government and the Regional Government. PAD comes from regional taxes, levies, results of regional wealth management, and other sources of original income, so it is an important indicator in measuring the level of fiscal independence of a region (Aji et al., 2018) ; - StuRat (2021).

Based on the results of previous research, the majority of studies show that the management and utilization of government assets is still not optimal in increasing PAD and PNBP. Various obstacles found include weak regulatory implementation, low human resource capacity, limited asset management system, weak law enforcement, and ineffective institutional structures. However, most of the research still focuses on regulatory aspects and financial contributions, so it has not studied in depth the dynamics of bureaucracy, the perception of implementers, and cultural factors that affect asset management. Therefore, this study seeks to fill the **research gap** through a more comprehensive qualitative approach to understand the processes, obstacles, and dynamics of the management and utilization of regional fixed assets in Mojokerto City as the basis for the preparation

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of more targeted policy recommendations.

RESEARCH METHOD

This study uses a descriptive qualitative approach (Scott, 2019). Research data was obtained through two main sources: primary data and secondary data. Primary data was obtained through a semi-structured in-depth interview with 14 informants from 6 Regional Apparatus Organizations (OPD) of Mojokerto City who have authority and direct involvement in the management of regional property. The selection of informants was based on purposive sampling techniques combined with snowball sampling.

Secondary data was obtained from official documents in the form of Notes on Financial Statements (CaLK), regional regulations, and asset inventory data at the Mojokerto City BPKPD. The data collection technique is carried out through triangulation methods, which are a combination of interviews, direct observation of the physical condition of assets in the field, and documentation of regional financial archives.

RESULTS AND DISCUSSION

Based on the results of the analysis, the fiscal decentralization ratio of Mojokerto City during the period from 2020 to 2024 fluctuates but tends to be stable in the range of 24% to 27%. This figure puts the level of fiscal independence of Mojokerto City in the medium category, where the APBD structure is still dominated by transfer funds from the central government. This emphasizes that optimizing regional assets is a crucial strategic fiscal instrument.

Table 1.
Ratio of PAD to APBD

Year	Ratio of PAD to APBD
2020	Fiscal decentralization ratio = x 100% = $\frac{Rp\ 231.875.337.605{,}94}{Rp\ 886.026.211.545{,}94}$26%
2021	Fiscal decentralization ratio = x 100% = $\frac{Rp\ 256.381.213.286{,}13}{Rp\ 963.876.748.546{,}13}$27%
2022	Fiscal decentralization ratio = x 100% = $\frac{Rp\ 224.372.824.475{,}00}{916.439.416.602{,}17}$24%

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2023	Fiscal decentralization ratio = x 100% = $\frac{Rp\ 234.254.227.148,29}{Rp\ 943.672.228.908,29}$25%
2024	Fiscal decentralization ratio = x 100% = $\frac{Rp\ 265.217.818.079,36}{Rp\ 1.000.058.776.830,36}$27%

Source: DJPK Ministry of Finance, data diprocessed (2026)

The implementation of the utilization of regional fixed assets in Mojokerto City is currently carried out through various forms of rental and levy mechanisms, which include Street Owned Spaces (Rumija), Rental Simple Flats (Rusunawa), meeting halls, sports facilities, IKM centers, and regional markets. The utilization sector with the largest financial contribution is found in the utilization of Rumija, which contributes income above IDR 10 billion per year.

Table 2.
Triangular Profits

They report	Policies & Operational Constraints	Asset Identification & Classification	Asset Planning	Implementation & Asset Utilization	Asset Handling & Supervision
1 reported	Require rents for potential assets, and rates are regulated by the Mayor's Decree. Constraints: lack of administrative order between the plan and realization.	Classify assets based on economic value and potential contribution to PAD.	Develop a rational macro rental rate plan with related fields.	Managing rental administration centrally at BPKPD.	Synchronization of rental realization reports periodically.
4 reported	Physical, administrative, legal, and asset transfer. Obstacles: ex-village land transition and rental rate complaints.	Identify the legality and physical boundaries of strategic land.	Planning the digitization of rents and socialization of new rates.	Develop an asset rental portal/website.	Installing asset ownership stakes and signs.

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5 reported	All assets must be utilized. The obstacle: balancing the functions of PAD and MSME services.	Classify assets into commercial and service areas.	Plan for the diversification of space functions.	Promote assets through digital flyers.	Monitor so that commercial functions do not interfere with services.
6 reported	Prioritizing public service functions. Constraints: budget constraints and minimalism Interested in technical tools.	Classify specific technical assets.	Propose an additional budget and the formation of a UPT.	Renting production equipment to SMEs.	Supervise the feasibility of production equipment on a regular basis.
7 reported	Managing traditional markets and trading areas. Constraint s: Wild traders.	Identify the number of stalls, los, and stalls.	Drafting regulations for the arrangement of street vendors.	Implementing digitization of market services.	Coordinating with Satpol PP.
10 reported	Managing MPP infrastructure. Constraint: transparency of rental rates.	Classify strategic points in the MPP building.	Plan the conversion of the space into a tenant.	Facilitate integrated services with commercial areas.	Monitor tenant compliance.
12 reported	Managing sports facilities based on Regional Regulation No. 7 of 2023. Constraint: process long policy.	Classify potential sports facility assets.	Plan a maintena nce budget.	Updating the asset utilization PKS.	Monitoring and evaluation with the community.

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Source: Primary Data Processed, 2026

Based on the Data Triangulation Table Based on the Source of the Kasubid group, it can be seen that the informants who occupy positions as the heads of the sub-fields have the same views on the management and utilization of regional fixed assets which are oriented towards increasing Regional Original Revenue (PAD) without excluding the function of public services. This shows that at the policy-making level, the main focus lies on policy formulation, strategic planning, asset utilization development, and supervision of the implementation of asset management.

Each informant explained that regional assets must be identified and classified based on their characteristics, legality, functions, and economic potential so that they can be used optimally. In addition, the planning process is carried out through the preparation of rental rates, the allocation of maintenance budgets, the digitization of services, the development of asset functions, to the preparation of regulations and cooperation with various parties. At the implementation stage, assets are utilized through leasing mechanisms, utilization cooperation, provision of public service facilities, and the development of commercial areas that still pay attention to the provisions of laws and regulations.

In terms of control and supervision, all informants emphasized the importance of monitoring the physical condition of assets, tenant compliance, administrative evaluation, and coordination with relevant agencies to maintain security and optimize asset utilization. Although each informant has a different scope of duties according to their respective fields, the information provided shows consistency that regional asset management must be carried out effectively, efficiently, accountably, and be able to contribute to increasing PAD while supporting services to the community.

Table 3.
Staff Triangulation

They report	Policies & Operational Constraints	Asset Identification & Classification	Asset Planning	Implementation & Asset Utilization	Asset Handling & Supervision
1 reported	Require rents for potential assets, and rates are regulated by the Mayor's	Classify assets based on economic value and potential contribution to PAD.	Develop a rational macro rental rate plan with related fields.	Managing rental administration centrally at BPKPD.	Synchronizati on of rental realization reports periodically.

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	Decree. Constraints: lack of administrative order between the plan and realization.				
4 reported	Physical, administrative, legal, and asset transfer. Obstacles: ex-village land transition and rental rate complaints.	Identify the legality and physical boundaries of strategic land.	Planning the digitization of rents and socialization of new rates.	Develop an asset rental portal/website.	Installing asset ownership stakes and signs.
5 reported	All assets must be utilized. The obstacle: balancing the functions of PAD and MSME services.	Classify assets into commercial and service areas.	Plan for the diversification of space functions.	Promote assets through digital flyers.	Monitor so that commercial functions do not interfere with services.
6 reported	Prioritizing public service functions.Obstacles: budget constraints and lack of interest in technical tools.	Classify specific technical assets.	Propose an additional budget and the formation of a UPT.	Renting production equipment to SMEs.	Supervise the feasibility of production equipment on a regular basis.
7 reported	Managing traditional markets and trading areas. Obstacle: illegal	Identify the number of stalls, los, and stalls.	Drafting regulations for the arrangement of street vendors.	Implementing digitization of market services.	Coordinating with Satpol PP.

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	traders.				
10 reported	Managing MPP infrastructure. Constraint: transparency of rental rates.	Classify strategic points in the MPP building.	Plan the conversion of the space into a tenant.	Facilitate integrated services with commercial areas.	Monitor tenant compliance.
12 reported	Managing sports facilities based on Regional Regulation No. 7 of 2023. Constraint: the policy process is long.	Classify potential sports facility assets.	Plan a maintenance budget.	Updating the asset utilization PKS.	Monitoring and evaluation with the community.

Source: Primary Data Processed, 2026

Based on the Data Triangulation Table Based on the Source of the staff group, information was obtained that the Informant explained more about the technical implementation of the management and utilization of regional fixed assets in accordance with the operational tasks they carried out. The information presented focused on inventory activities, asset recording, data updates, rental administration, levy management, and direct supervision of asset utilization in the field.

The results of the triangulation show that asset identification is carried out through data collection on physical conditions, legality, asset value, tenant identity, contract validity period, and recording the mutation of goods into the regional asset information system. In the planning stage, staff play a role in preparing inventory schedules, data reconciliation, preparing financial statements, updating tenant data, to analyzing rental rates and promoting assets that have not been utilized optimally.

In the implementation of asset utilization, the informants explained that operational activities include updating data on the E-BMD application, managing rental administration, implementing a non-cash payment system, contract extension services, tenant placement, and promotion of available business spaces. Furthermore, control is carried out through field data validation, routine inspections, supervision of the use of regional property, control of lease receivables,

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and 45 monitoring of asset utilization activities in accordance with applicable regulations.

Overall, the information submitted by the staff group supports the information from the Sub-District/Officer group. The difference lies in the scope of duties, where the Sub-district group emphasizes policy and decision-making aspects, while the staff group provides explanations about technical implementation in the field. Thus, the two groups of informants complement each other so as to strengthen the validity of the research data through triangulation of sources.

CONCLUSION

The management of regional fixed assets in Mojokerto City administratively has referred to formal regulations and is supported by the E-BMD digital platform, but the realization of its use in boosting PAD has not been optimal. Structural obstacles in the form of long bureaucracy, out of sync inventory data, limited human resource competencies, and limited maintenance budgets are the main inhibiting factors.

The practical implications of this study emphasize the need for the Mojokerto City Government to immediately prepare specific SOPs for commercial utilization, accelerate the establishment of a special UPTD for asset management, increase the capacity of human resources for goods management, and optimize the integration of information technology (E-BMD and SIMOJO) to prevent regional revenue leakage and realize sustainable fiscal independence.

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