

IMPLEMENTATION OF BADUNG REGENCY REGIONAL REGULATION NUMBER 5 OF 2018 CONCERNING THE MANAGEMENT OF REGIONAL ASSETS REGARDING THE DISPOSAL OF REGIONAL ASSETS AT THE REGIONAL COORDINATION UNIT (KORWIL) OF THE EDUCATION, YOUTH, AND SPORTS AGENCY, PETANG DISTRICT, BADUNG REGENCY.

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Abstract

This study aims to examine the implementation of Badung Regency Regional Regulation Number 5 of 2018 concerning the Management of Regional Assets specifically regarding the disposal of regional assets at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, Badung Regency. It also seeks to identify the obstacles encountered during this implementation process. The study utilizes the policy implementation theory proposed by Van Meter and Van Horn (cited in Suharno, 2013). Eight informants involved in the disposal of regional assets at the aforementioned office were selected using purposive sampling. Qualitative data analysis was employed. The results indicate that the implementation of the regulation regarding the disposal of regional assets at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District has been successful; this is evidenced by the fulfillment of the six variables influencing implementation performance as defined by Van Meter and Van Horn (cited in Suharno, 2013) during the asset disposal process. However, obstacles remain, particularly regarding communication; specifically, the staff responsible for asset management at the office do not yet fully understand the updates and changes regarding the execution of regional asset disposal.

Keywords: Disposal of Regional Assets, Implementation, Policy.

A. INTRODUCTION

Regional Property refers to all assets purchased or acquired using the Regional Revenue and Expenditure Budget (APBD) or through other legitimate means. Regional Asset Management encompasses the planning of needs and budgeting, procurement, utilization, optimization, security and maintenance, valuation, disposal, transfer of ownership, administration, as well as guidance, supervision, and control. Among these management functions are asset disposal and transfer of ownership.

Asset disposal is the process of removing Regional Property from the inventory list through the issuance of an official decree by the authorized authority, thereby releasing the User, Proxy User, and/or Asset Manager from administrative and physical responsibility for the assets under their control. Transfer of ownership refers to the transfer of Regional Property ownership as a follow-up to disposal through sale, exchange, donation, or

contribution as government capital. For assets that have become obsolete and can no longer be utilized effectively by the regional government, disposal may be undertaken because it is often more economically beneficial than maintaining them, as operational and maintenance costs may exceed the benefits derived from the assets.

However, in practice, the implementation of asset disposal and transfer of ownership is not always carried out in accordance with the applicable procedures. In some cases, these processes do not comply with prevailing regulations, creating opportunities for abuse of authority or actions intended for personal gain that ultimately result in financial losses for the region. Therefore, the disposal of Regional Property that has suffered severe damage must be conducted in strict compliance with the applicable laws and regulations. Considering the significance of this issue, it is essential to ensure that appropriate measures are taken to dispose of Regional Property in accordance with legal provisions. Nevertheless, the opposite situation is often encountered, where assets have been officially listed for disposal but are physically unaccounted for due to severe damage or other causes.

The Regional Coordinator Office (Korwil) of the Department of Education, Youth, and Sports in Petang District is one of the regional government units under the Department of Education, Youth, and Sports of Badung Regency. It oversees 28 elementary schools and 4 junior high schools. As part of the regional government apparatus, the Regional Coordinator Office is required to comply with all applicable regional government regulations, including those concerning asset management. The Regional Coordinator Office is entrusted with the same responsibilities in managing government assets delegated by the Department of Education, Youth, and Sports of Badung Regency.

The management and administration of Regional Property within the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District must be carried out properly to ensure clear ownership status, secure government assets, optimize the utilization of regional assets, and provide a reliable basis for preparing financial statements and asset reports. Asset data maintained by the Regional Coordinator Office include various categories of government-owned property. One important aspect of Regional Property management is the disposal of assets that are severely damaged. Such disposal should be implemented promptly to prevent the accumulation of unusable assets in government work units, particularly elementary and junior high schools under the supervision of the Regional Coordinator Office.

Schools represent the lowest operational units within the Department of Education, Youth, and Sports and interact directly with the community by providing educational services to students. Therefore, supporting infrastructure, including Regional Property used by these schools, should always be adequate and functional. In reality, however, many government-owned assets under the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District are currently in severely damaged condition. During the COVID-19 pandemic, the Regional Coordinator Office did not conduct any asset disposal activities, resulting in the accumulation of severely damaged assets that could no longer be managed effectively.

Based on the author's preliminary observations at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, the disposal process for severely damaged Regional Property has not yet been implemented optimally as mandated by Badung Regency Regional Regulation No. 5 of 2018 concerning the Management of Regional Property and Inventory Administration. This situation has been caused by several factors, including previous asset transfer processes that were not supported by complete administrative documentation, limited human resources with adequate technical knowledge

of asset disposal procedures, and the frequent relocation of Regional Apparatus Work Unit (SKPD) offices. In addition, employees often lack the ability to properly identify Regional Property, resulting in severely damaged assets remaining recorded in the Goods Inventory Card (Kartu Inventarisasi Barang/KIB). Consequently, damaged assets continue to accumulate, and the management process for Regional Property under the authority of the Regional Coordinator Office is delayed.

Based on the background described above, the author is interested in conducting a study entitled: "Implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property in the Disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports, Petang District, Badung Regency."

Based on the background described above, this study focuses on the implementation of Badung Regency Regional Regulation No. 5 of 2018 concerning the Management of Regional Property, particularly the disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, Badung Regency. The study seeks to analyze how this regional regulation has been implemented in the process of disposing of Regional Property and to identify the various challenges encountered during its implementation. In line with these research objectives, the study aims to examine and analyze the Regional Property disposal process as well as identify the factors that hinder the implementation of the Regional Property disposal policy at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District. Furthermore, this research is expected to serve as a means of enhancing the author's academic competence by linking public administration concepts and theories acquired during academic study with the empirical conditions observed in the field.

From a theoretical perspective, this study is expected to contribute to the development of public administration scholarship, particularly in the area of policy implementation related to the management and disposal of Regional Property, and to serve as a reference for future research on the disposal of regional government assets, especially equipment and machinery. From a practical perspective, the findings are expected to provide valuable input and recommendations for the Government of Badung Regency and the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District in planning and implementing the disposal of Regional Property in an orderly, effective, and legally compliant manner. In addition, the study is expected to provide empirical evidence regarding the challenges encountered in the disposal of equipment and machinery, thereby serving as an evaluation tool to improve the effectiveness of Regional Property management in the future.

B. LITERATURE REVIEW

In this study, the researcher employs the Public Policy Implementation Theory developed by Van Meter and Van Horn as the analytical framework. Policy implementation refers to the actions undertaken by individuals, government officials, or private actors that are directed toward achieving the objectives established in policy decisions. Van Meter and Van Horn developed a conceptual model that illustrates the relationships among various variables influencing the performance of policy implementation. According to Van Meter and Van Horn (as cited in Suharno, 2013), there are six key variables that determine the effectiveness of policy implementation: (1) policy standards and objectives, (2) resources, (3) inter-

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organizational relationships, (4) characteristics of the implementing agencies, (5) implementers' disposition, and (6) the social, political, and economic environment.

C. RESEARCH METHODOLOGY

The author employed a qualitative research method because it is highly appropriate for addressing the research problem. Qualitative research is an approach that is also referred to as an investigative approach because researchers typically collect data through direct face-to-face interaction with individuals at the research site (McMillan & Schumacher, 2003, p. 3). In qualitative research, studies are conducted in natural settings, meaning that the objects of study develop naturally without manipulation by the researcher, and the presence of the researcher has minimal influence on the dynamics of the phenomenon being investigated.

The research was conducted at the Regional Coordinator Office (Korwil) of the Department of Education, Youth, and Sports of Petang District, located in Petang Village, Petang District, Badung Regency. The planned duration of the research was three months.

The study utilized both qualitative and quantitative data. According to Riduwan (2009, p. 21), qualitative data refer to information related to categories and characteristics expressed in the form of statements or words. Such data are generally obtained through interviews and are subjective because they may be interpreted differently by different individuals. Qualitative data may also be presented in ordinal or ranking form. Quantitative data, on the other hand, consist of numerical values obtained either through direct measurement or by transforming qualitative data into quantitative form. Quantitative data are considered objective because they can be interpreted consistently by different individuals.

The research relied on two sources of data: primary data and secondary data. Primary data were obtained directly from research participants using predetermined research instruments. These data were collected specifically to answer the research questions and constituted an integral part of the research process. Primary data are considered more accurate because they are collected firsthand and presented in detail (Indriantoro & Supomo, as cited in Purhantara, 2010, p. 79). Secondary data refer to primary data that have been further processed and presented either by the original data collectors or by other parties, for example in the form of tables, reports, or diagrams. Sugiyono (2008) explains that secondary data are obtained indirectly through intermediaries or documentary sources rather than directly from the research subjects.

In qualitative research, the researcher serves as the primary research instrument. Accordingly, the researcher conducted direct observations at the research site and utilized supporting instruments, including interview guides, cameras, photographs, and documentation.

This study employed purposive sampling. According to Usman (2004, p. 47), purposive sampling is used when informants are intentionally selected based on the objectives and purpose of the research. In this study, informants were selected because they met predetermined criteria and were directly involved in the implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property within the Regional Coordinator Office of the Department of Education, Youth, and Sports. Individuals who had relevant knowledge of the research topic were also included. A total of eight informants participated in the study, consisting of three school principals from schools under the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, one Regional Coordinator, one Regional Asset Administrator at the Regional Coordinator Office, one Head of the Regional Coordinator Office, one Asset Administrator

from the Department of Education, Youth, and Sports of Badung Regency, and one officer from the Regional Financial and Asset Management Agency (BPKAD) of Badung Regency.

The data collection techniques employed in this study included observation, interviews, documentation, and online document searches. The collected data were analyzed using qualitative data analysis. The analysis followed the interactive model proposed by Miles and Huberman (1992, pp. 15–19), which consists of data reduction, data display, and conclusion drawing/verification. As a descriptive qualitative study, the research relied on organizational data obtained through observations and information gathered from interviews with selected informants. The findings were analyzed and presented in a narrative format. Finally, conclusions and recommendations were formulated in a concise, systematic, logical, and easily understandable manner.

D. RESULT AND DISCUSSION

Implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property in the Disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports, Petang District, Badung Regency

Based on the findings of the research and the analysis conducted by the researcher, the following conclusions can be drawn:

Policy Standards and Objectives

The policy standards and objectives of this regulation designate the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District as the authorized user of Regional Property. The primary objective is to improve the management of Regional Property within the Regional Coordinator Office, particularly in ensuring more effective and accountable asset administration.

Resources

The resources required for implementing Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property, particularly regarding the disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, are adequately available. This is evidenced by the presence of two asset management officers at the Regional Coordinator Office and one asset management officer in each school under its jurisdiction. These personnel are responsible for managing Regional Property, including the disposal of severely damaged assets.

Inter-Organizational Relationships

Effective coordination among relevant organizations has been established in implementing the regulation. The disposal of Regional Property under the authority of the Regional Coordinator Office and the schools under its supervision consistently involves collaboration with the Department of Education, Youth, and Sports and the Badung Regency Regional Financial and Asset Management Agency (BPKAD), ensuring that the disposal process is carried out in accordance with applicable regulations.

Implementing Agencies

The implementing agencies required for the execution of this regulation are already in place. This is reflected in the existence of a well-defined organizational structure, clear distribution of responsibilities, two Regional Property management officers at the Regional Coordinator Office, and one asset management officer in each school under the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District.

Implementers' Disposition

The commitment and attitude of the implementers toward the regulation are considered satisfactory. All Regional Property management officers at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District perform their duties in accordance with established procedures and consistently adhere to Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property in carrying out the disposal of Regional Property under their authority.

External Conditions

The external environment within the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District strongly supports the implementation of the regulation. This is demonstrated by the active involvement of all authorized Regional Property users in the disposal process for assets under the authority of the Regional Coordinator Office, thereby facilitating effective implementation of the Regional Property management policy.

Challenges in the Implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property in the Disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports, Petang District, Badung Regency

Based on the results of the research and the analysis conducted by the researcher, the following challenges were identified in the implementation of this regulation:

Communication

Communication regarding the implementation of the regulation between the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, the Badung Regency Department of Education, and the Badung Regency Regional Financial and Asset Management Agency (BPKAD) has been established. However, several issues remain. Information concerning updates to the procedures for proposing the disposal of Regional Property is sometimes received late, particularly by schools located in remote rural areas. In addition, the issuance of disposal approval decrees (Surat Keputusan) is often delayed because BPKAD must complete several administrative stages before issuing the decree and frequently requires additional supporting documents to complete the proposals that have been submitted.

Knowledge of Asset Management Officers

The Regional Property management officers at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District possess a general understanding of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property. However, they have not yet fully understood the latest updates and revisions related to the implementation of Regional Property disposal procedures.

Discussion

Implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property in the Disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports, Petang District, Badung Regency

Based on the findings discussed above, the implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property, particularly regarding the disposal of Regional Property at the Regional Coordinator Office of the Department of

Education, Youth, and Sports in Petang District, has generally been carried out effectively. This conclusion is supported by the fulfillment of the six implementation variables proposed by Van Meter and Van Horn, as described below:

Policy Standards and Objectives

The policy clearly designates the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District as the authorized user of Regional Property, with the objective of improving the management of Regional Property within the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, Badung Regency.

Resources

The resources required for implementing Badung Regency Regional Regulation No. 5 of 2018 have been adequately provided. This is demonstrated by the availability of two Regional Property management officers at the Regional Coordinator Office and one asset management officer in each school under its jurisdiction. These officers are responsible for managing Regional Property, including the disposal of severely damaged assets. Nevertheless, although sufficient human resources are available, some officers still have limited understanding of recent updates in Regional Property management procedures.

Inter-Organizational Communication

Effective communication and coordination have been established among the organizations involved in implementing the regulation. The disposal of Regional Property under the authority of the Regional Coordinator Office and its affiliated schools consistently involves coordination with the Badung Regency Department of Education, Youth, and Sports and the Regional Financial and Asset Management Agency (BPKAD).

Characteristics of the Implementing Agencies

The implementing agencies required for the regulation have been properly established. This is evidenced by the existence of a clear organizational structure, well-defined division of responsibilities, two Regional Property management officers at the Regional Coordinator Office, and one Regional Property management officer in each school under the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District.

Implementers' Disposition

The regulation has been well understood and implemented by all Regional Property management officers within the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District. They perform their duties in accordance with established procedures and consistently adhere to Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property in carrying out the disposal of Regional Property under their authority.

Social, Economic, and Political Environment

The external social, economic, and political conditions within the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District are highly supportive of the implementation of the regulation. This is reflected in the active involvement of all authorized users of Regional Property in the disposal process for assets under the

authority of the Regional Coordinator Office, thereby facilitating effective implementation of the Regional Property management policy.

Challenges in the Implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property in the Disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports, Petang District, Badung Regency

Based on the conclusions drawn from the analysis, the challenges encountered in implementing Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property, particularly in the disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, Badung Regency, are as follows:

Communication

Communication regarding the implementation of the regulation between the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, the Badung Regency Department of Education, and the Badung Regency Regional Financial and Asset Management Agency (BPKAD) has been established. However, several issues remain. Updates concerning procedures for proposing the disposal of Regional Property are sometimes communicated late, particularly to schools located in remote rural areas. In addition, the issuance of the official disposal decree (Surat Keputusan) is often delayed because BPKAD must complete several administrative stages before issuing the decree and frequently requires additional supporting documents to complete the proposals that have been submitted.

Knowledge of Regional Property Management Officers

The Regional Property management officers at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District possess a general understanding of the implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property. However, they have not yet fully understood the latest updates and procedural changes related to the implementation of Regional Property disposal.

To address these challenges, all Regional Property management officers at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District should strengthen coordination with the Badung Regency Department of Education and the Badung Regency Regional Financial and Asset Management Agency (BPKAD) in managing the Regional Property under their authority. Furthermore, the relevant government agencies should provide more frequent training and capacity-building programs for Regional Property management officers responsible for asset administration. Such initiatives are expected to enhance their technical competence and ensure that the implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property, particularly concerning the disposal of Regional Property, can be carried out more effectively, efficiently, and in full compliance with the applicable regulations.

E. CONCLUSION

Based on the findings and discussion, it can be concluded that the implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property, particularly regarding the disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, Badung Regency, has been carried out effectively. This is reflected in the clear policy standards and objectives, which designate the Regional Coordinator Office of the Department

of Education, Youth, and Sports in Petang District as the authorized user of Regional Property with the aim of achieving more orderly, effective, and accountable asset management. Furthermore, the social, economic, and external environmental conditions have positively supported the implementation of the policy, as all authorized users of Regional Property actively participate in the asset disposal process in accordance with their respective responsibilities.

The implementation of the policy has also been supported by the availability of adequate resources. The Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District has appointed two Regional Property management officers at the coordinator office and one asset management officer in each school under its supervision. These officers are responsible for managing and disposing of Regional Property that has sustained severe damage. Nevertheless, some limitations remain in terms of staff competency, particularly in understanding recent policy updates and the latest procedures governing the management and disposal of Regional Property.

The successful implementation of the policy is further demonstrated by effective inter-organizational coordination and the availability of appropriate implementing agencies. The disposal process consistently involves the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, the Badung Regency Department of Education, Youth, and Sports, and the Badung Regency Regional Financial and Asset Management Agency (BPKAD). In addition, the presence of a well-defined organizational structure, clearly assigned responsibilities, and Regional Property management officers at each organizational level indicates that the characteristics of the implementing agencies have effectively supported policy implementation.

From the perspective of the implementers' disposition, all Regional Property management officers have demonstrated a strong commitment to performing their duties in accordance with the procedures and provisions stipulated in Badung Regency Regional Regulation No. 5 of 2018. Every stage of Regional Property management, particularly the disposal of government assets, has been carried out in compliance with the applicable regulations. This indicates that the implementers possess a positive attitude toward the policy, thereby contributing to the achievement of orderly, accountable, and effective Regional Property management.

Although the policy has generally been implemented successfully, the study also identified several challenges. These include less-than-optimal communication between the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, the Badung Regency Department of Education, and the Badung Regency Regional Financial and Asset Management Agency (BPKAD), particularly regarding delays in disseminating updated information on asset disposal procedures and the lengthy process of issuing disposal decrees due to administrative procedures and incomplete supporting documentation. In addition, the capacity of Regional Property management officers to understand policy revisions and procedural updates still needs to be strengthened through continuous training and professional development to ensure that the implementation of Badung Regency Regional Regulation No. 5 of 2018 can be carried out more effectively and efficiently.

Based on the findings of this study, several recommendations are proposed to address the challenges encountered in the implementation of Badung Regency Regional Regulation No. 5 of 2018 on the Management of Regional Property, particularly regarding the disposal of Regional Property at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District, Badung Regency. First, the Regional Property

management officers at the Regional Coordinator Office should strengthen coordination and communication with the Badung Regency Department of Education, Youth, and Sports and the Badung Regency Regional Financial and Asset Management Agency (BPKAD). Improved collaboration among these institutions is expected to facilitate more effective management and disposal of Regional Property under the authority of the Regional Coordinator Office.

Second, the Badung Regency Department of Education, Youth, and Sports should provide more frequent education, training, and technical guidance for Regional Property management officers responsible for asset administration. Such capacity-building initiatives are essential to enhance the officers' knowledge and technical competence in implementing Regional Property management and disposal procedures in accordance with the applicable regulations. Continuous professional development will also contribute to improving the effectiveness and accountability of Regional Property management.

Finally, Regional Property management officers at the Regional Coordinator Office of the Department of Education, Youth, and Sports in Petang District should actively participate in training programs and remain informed about policy revisions, procedural updates, and regulatory developments related to Regional Property management in Badung Regency. By continuously improving their knowledge and professional competencies, the officers will be better equipped to implement Badung Regency Regional Regulation No. 5 of 2018 effectively, thereby supporting more efficient, transparent, and accountable Regional Property management and disposal practices.

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