

PERFORMANCE OF THE VILLAGE HEAD IN MANAGING PHYSICAL ASSETS IN SUMBERSUKO VILLAGE, PURWOSARI, PASURUAN

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Abstract

SumberSuko Village, Kejayan District, Pasuruan Regency has extensive village assets for the village head to manage in support of the government. However, the management of these assets is not yet optimal, as can be seen from the large number of village physical assets that are in disrepair. The main problem in this management is asset planning and monitoring that has not been optimal. This research aims to measure the performance of village heads in managing village physical assets using qualitative methods with observation, interviews and documentation, as well as data analysis by Miles & Huberman. George R. Terry's performance management theory approach—including planning, organization, implementation, and monitoring—is used as an analytical framework. The research results show that the performance of village heads is inadequate, as evidenced by the large number of assets that are stalled, lost or damaged due to weak planning and supervision.

Keywords: Performance, Performance Management, Village Asset Management.

A. INTRODUCTION

Based on Law Number 6 of 2014 Article 1 Villages are legal community units that have territorial boundaries that have the authority to regulate and manage government affairs, the interests of local communities based on community initiatives, origin rights, and/or traditional rights that are recognized and respected in the system. government of the Unitary State of the Republic of Indonesia. Part Two Article 76 concerning Villages Village assets can be in the form of village treasury land, customary land, village markets, animal markets, boat moorings, village buildings,

According to Law Number 6 of 2014 Chapter VIII, village assets are in the form of fish auctions, agricultural product auctions, village-owned forests, village-owned springs, public baths and other village-owned assets. What is meant by other assets belonging to the village include village assets purchased or obtained at the expense of the State Revenue and Expenditure Budget (APBN), Regional Revenue and Expenditure Budget (APBD), as well as the Village Revenue and Expenditure Budget, Village assets obtained from grants and donations (including waqf land) or similar village assets obtained as implementation of agreements/contracts etc. in accordance with the provisions of statutory regulations resulting from village cooperation and village assets originating from other legitimate acquisitions.

In article 76 of Law Number 6 of 2014, it is seen that the series of management consists of planning, procurement, utilization, security, maintenance, deletion, transfer, administration, reporting, assessment, guidance, supervision and control of village property. Village property management is carried out based on the principles of public interest, functionality, legal certainty, openness, efficiency, effectiveness, accountability and certainty of economic value.

The management of village-owned assets is discussed by the village government with the Village Consultative Body (BPD) based on procedures for managing village-owned assets as regulated in government regulations.

In managing village assets, the village government holds the power in managing village assets. In line with this, Government Regulation Number 43 of 2014 concerning Implementing Regulations of Law Number 6 of 2014 concerning Villages means that the village government is the village head or what is called by another name, assisted by Village Apparatus as an element of village governance. The Village Head has a role in managing village assets, a role is an action carried out by an individual by fulfilling his rights and obligations when he has a position in a system (Subing, et. Al, 2024). A person who exercises the rights to his duties can be said to have carried out his role. The role here is related to the actions carried out by fulfilling general rights and also implementing the rights to his position (Sopyan, Nursetiawan & Garis, 2024).

Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 1 of 2016 Article 11 concerning the Utilization of Village Assets, explains that the utilization of village assets can be carried out as long as they are not used directly to support the administration of village government. Forms of utilization of village assets are in the form of: Rent, Borrow and Use, Cooperation in Use, Build for Handover or Build for Use. In the MENDAGRI Article 14 paragraph 1 states that the use of village assets is in order to optimize the usability and results of village assets and increase village income.

SumberSuko Village, Kejayan District is one of the villages in Kejayan District, Pasuruan Regency which has village assets, namely a trading business unit which has several shophouse markets, apart from that there is also a public toilet unit and clean water supply. Several of these village asset units have at least helped empower the village community, the dominant community of which is involved in several fields of agriculture, animal husbandry and also the trade industry.

However, the phenomenon faced by the Head of SumberSuko Village means that from 2020 until now he has experienced a condition of decline which has had an impact on the village's economic potential being not optimal. The problem faced is that the management of village assets is not running properly, which causes the economic activities of the community to suffer losses for the most part. So in this case, gradual improvements and development are needed by the Village Head as evidence of competent leadership. Village heads through leadership are committed to optimizing the concept of good governance in supporting community development, economic development, and also infrastructure development in a sustainable and equitable manner (Nursetiawan, Ratnasari, & Sihabudin, 2022).

Apart from administering village government, the Village Head is also obliged to carry out management of village assets (Kushartono, et al., 2020). It is important for the Sumber Suko Village Head to pay attention to the asset management process which is carried out not only in preserving and inventorying village assets but also supporting community welfare. In implementing village asset management, it is now a new task for the Village Head to carry out as best as possible every year by taking into account the increase in the number of assets managed by the village in a transparent and more accountable manner (Novatiani, et al., 2023).

Village asset management is a form of village financial administration activity as a flow for implementing management of village assets in accordance with regulations in Permendagri No. 3 of 2024 concerning Village Asset Management can be explained that in the implementation of village asset management, a village government is required to carry out a series of activities which include implementing planning by formulating details of the previous year's village assets, procuring village assets that have been inventoried, using these village

assets to produce , optimizing the use of village assets for mutual benefit, securing available assets, carrying out maintenance of these assets, and implementing reporting on the availability of managed assets.

Based on data obtained from the Village Government, the number of physical village assets in SumberSuko Village is as follows:

Table 1. Number of Physical Assets in SumberSuko Village

No	Building Type	NUP	Wide	Year of Acquisition	Building Type
1	Village Hall Office	1	11s	2021	Permanent
2	Village Market Building	1	15 x 3 m	2021	Permanent
3	Suka Drilling Well Rt 02 Rw 01	1		2021	Permanent
4	Suka Drilling Well Rt 01 Rw 02	1		2021	Permanent
5	Sumber Suko MCK building	1		2021	Permanent
6	Village Hall	1	8x8 m	2019	Permanent
7	Village Hall Toilets	1	1 ls	2019	Permanent
8	Drilled well RT 02 RW 02	1		2019	Permanent
9	Karangasem MCK building	1		2018	Permanent
10	Drilled Well Rt 01 Rw 01	1		2015	Permanent

Source: Sumber Suko Village Inventory 2022

Based on the presentation of the table of village physical assets, it can be seen that, with a total of 10 buildings, the assets of SumberSuko Village which are used by the entire village community include the village hall office, village market building, Sumber Suko drilled well, Karangasem drilled well, Sumber Suko toilet building, hall pavilion. village, village hall toilet, drilled well on Rt. 02, Karangasem MCK building, drilled well on Rt. 01. With these data it can be seen that the procurement of village assets will predominantly be carried out in 2021, where all village assets in the form of buildings are permanent building types so that the level of utilization of village assets becomes wider and in the long term. As well as procurement of village assets focused on water drilling, procurement of toilets and procurement of a village market building with 4 shophouses.

However, until now researchers have found several problems regarding the management of village assets in the form of public facilities created by the SumberSuko Village government. This can be seen from public facilities such as village markets which have not operated since they were established until now, public toilets which have minimal facilities, drilling for water sources which do not have adequate road access, as well as several other facilities which have less than optimal management processes. In line with the increasing demand for rights that must be accepted by society.

In this case the researcher tries to see how village assets are managed using a performance management perspective according to George R. Terry in (Hamdi, 2020), performance management which focuses on specific roles carried out by organizations or individuals including the following:

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- a) Planning
- b) Organizing
- c) Actuating
- d) Controlling

From the description above, the management of village assets is the responsibility of the village government, therefore the author would like to be interested in looking at the performance assessment of the SumberSuko Village government through research using the title "Village Head Performance in Managing Village Physical Assets (Study in SumberSuko Village, Kejayan District, Pasuruan Regency)".

B. LITERATURE REVIEW

The Performance of Village Heads as a Key Factor in Enhancing Village Officials' Work Achievements

The performance of village heads is a crucial factor in improving the work achievements of village officials. According to research conducted by Adolph (2016), there is a significant correlation between the performance of village heads and the work achievements of village officials, with a correlation coefficient of 0.69, indicating a strong relationship. Village heads who provide adequate motivation, training, and work support can enhance the effectiveness of village officials by up to 47.61%, while other factors, such as welfare and motivation, also play an essential role.

In the context of leadership theory, the transformational leadership approach is relevant in explaining how village heads can inspire and encourage village officials to achieve higher goals (Purnomo et al., 2020). Additionally, participatory leadership strengthens collaboration between village heads and their officials, leading to greater accountability (Bannerji & Bandopadhyay, 2019). By implementing an appropriate leadership model, village heads can not only improve the work achievements of their officials but also create a more conducive work environment.

Performance Analysis of Village Heads in Public Service

Public service is one of the primary responsibilities of village heads, reflecting the effectiveness of their leadership. Research by Rogate Telaumbanua et al. (2022) indicates that despite the maximum efforts of village heads in delivering public services, challenges remain, such as time discipline and slow administrative processes. The performance indicators used in this study include productivity, service quality, responsiveness, responsibility, and accountability.

From the perspective of leadership theory, distributed leadership plays a vital role in enhancing public service. By delegating responsibilities to various stakeholders, village heads can establish a more efficient and transparent governance system (Fatimah et al., 2020). Furthermore, the integration of digital technology in public services can improve efficiency and transparency, allowing the public to access information and services more easily (Lidjang et al., 2024; Suwarsono, 2024). Thus, improving the performance of village heads in public service can be achieved through a combination of effective leadership strategies and technological advancements.

The Performance of Village Heads in Development Implementation

The success of rural development is highly dependent on the role of village heads in fostering community participation. A study by Onibala et al. (2017) emphasizes that village heads who actively involve the community in the planning, implementation, and evaluation of development programs are more likely to achieve sustainable development outcomes. Community participation in development fosters a sense of ownership and collective responsibility, which contributes to the overall effectiveness of development programs.

A participatory leadership approach is particularly relevant in this context, as it enables community members to engage in decision-making and the implementation of development policies (Jarenpanit, 2020). Additionally, strategies aimed at enhancing public service delivery—such as training for village officials and the integration of digital technology—can further strengthen development effectiveness (Rahayu & Sasmito Adi, 2024; Wiryadi, 2023). Therefore, optimal rural development can be achieved through inclusive leadership that prioritizes community participation.

This literature review highlights that the performance of village heads has a significant impact on the productivity of village officials, the quality of public services, and the overall success of rural development. The leadership approach adopted by village heads plays a crucial role in determining the effectiveness of village governance. Transformational, participatory, and distributed leadership models provide a strong foundation for improving the performance of village officials and enhancing public service delivery. Moreover, the integration of technology in village governance contributes to increased efficiency and transparency. Consequently, village heads must develop effective leadership strategies and optimize the use of technology to improve overall governance and drive sustainable rural development.

C. RESEARCH METHODOLOGY

This type of research is descriptive with a qualitative approach. Craswell (2009) stated that qualitative research is a method for exploring and understanding meaning by individuals or groups of people, which is viewed from social or humanitarian issues. Nursapiah Harahap (2020) defines research as a process of collecting and analyzing data that is carried out systematically and logically to achieve certain goals. This data collection technique uses observation, interviews and documentation. This research process involves asking questions and procedures, collecting data from participants, analyzing inductively, interpreting the meaning of the data. The focus and locus of this research are as follows:

1. Performance of the Village Head in Managing Village Physical Assets in SumberSuko Village, Kejayan District, Pasuruan Regency *Kinerja Kepala Desa Dalam Pengelolaan Aset Fisik Desa yang meliputi dimensi perencanaan, pengorganisasian, pengimplementasian, pengawasan.*
2. Supporting and inhibiting factors in the performance of village heads in managing village physical assets in SumberSuko Village, Kejayan District, Pasuruan Regency. The theoretical study is in the form of a description of the theories that will be used as a basis. The theory used as a reference in this research is performance management theory and supporting and inhibiting factors for service.

D. RESULT AND DISCUSSION

Village Head Performance in Village Asset Management Planning

Planning according to George R. Terry in Hamdi (2020) is the preparation of plans and strategies to achieve organizational goals, because without planning other functions will not be achieved. Development planning is related to the preparation of strategic plans carried out by the village head using a development approach technique using the bottom-up method, namely absorbing community aspirations from the lowest level and realizing them in priority development plans involving elements of the community and village government levels through village development planning meetings (Musrembangdes). which is held once a year.

The village asset management planning by the Head of SumberSuko Village based on the results of this research is not good due to a lack of structured planning so that in asset

management there are several factors that are not optimal, seen from the level of asset inventory that is adequate. However, in the legal audit the assets were not optimal, thus triggering asset assessments and optimization that were not carried out properly by the village head. The head of village asset management planning is effective, such as in terms of collecting data on asset management, but in terms of managing legal audits, assessing and optimizing asset management, it is less than optimal.

Organizing

Organizing according to George R. Terry in Hamdi (2020) is the division of tasks to be distributed among members according to their respective skills to achieve organizational goals together. Organizing through grouping and arranging various kinds of activities is carried out by the village head to achieve organizational goals. Formal grouping of duties and authority is a form of relationship that is carried out deliberately, which is very necessary so that someone has responsibility for their work (Melayu Hasibuan, 2017).

This is shown in the organizational chart, organizational guidelines or descriptions of existing positions, division of tasks, authority and responsibilities which are based on the village organizational structure as regulated in Minister of Home Affairs Regulation Number 47 of 2016. The need for human resources to lighten the workload in implementing work is an important factor in the idealization of organizational structure. The appropriateness of the division of main tasks and functions (Tupoksi) is accompanied by coaching efforts so that village officials know their respective main duties and functions to make it easier for them to carry out their duties. The active role of the village head is very much needed in providing direction and guidance to village officials so that they can provide services quickly to society.

Based on the results of this research, the organization of village asset management by the Head of SumberSuko Village is generally very good, seen from the formation of the village asset management organization, as well as discussions in organizing village asset management. The village head is considered capable of managing and leading the organization in managing village assets effectively, such as placing village officials in positions and asset management tasks as well as coordinating all relevant stakeholders. The village head is also able to provide direction to all village officials.

Actuating

Actuating according to George R. Terry in Hamdi (2020) is the application or implementation to achieve or realize something together. Implementation is an effort to make planning a reality. Development programs need to have good coordination so that there are no obstacles to the implementation of activities in the field. Good coordination skills carried out by the village head really help the implementation of development and minimize obstacles to achieving development goals.

In implementing the village development program, the head coordinates a lot with local neighborhood association (RT) administrators who are considered to know more about the situation and conditions of the community in their environment. Regarding motivation, the role of the village head is very important in providing work enthusiasm to his officials, through providing direction and reminding them of work that has not been completed. Directions are motivation to improve performance, when work morale is high then work productivity will increase and development goals can be achieved optimally.

Based on the results of this research, the implementation of village asset management by the Head of SumberSuko Village is very poor, as seen from several village assets that are stalled and not being used again. The village head is considered less capable in implementing village asset management due to the inappropriate function and location of asset management and the wrong target for asset utilization so that the implementation of these assets is not carried out well.

Controlling

Controlling according to George R. Terry in Hamdi (2020: 156) is assessing performance with standards that have been created and then changing and improving if the standard assessment results are not good. The supervision stage is carried out by the village head through a process of monitoring, evaluating and making improvements if there are obstacles or failure of activities in the process of achieving development goals. Monitoring the achievement of development goals is an important part of the development program to see the progress of work in the field. The activeness of the village head in monitoring is very necessary to know and understand the obstacles that occur in the field.

Supervision of the implementation of village asset management is carried out by the village head by monitoring directly in the field regarding the progress of the implementation of development activities and used as evaluation material and input for effectiveness and efficiency in achieving planned development goals. In the process of implementing supervision by carrying out early detection and finding solutions to problems so that asset management can quickly get a solution and can run again.

Supervision of the Head of SumberSuko Village is necessary to manage the assets of this village. relies on the provision of management guidelines that provide a reference for changes and improvements, but the village head does not have these guidelines. The village head is considered to be lacking in the monitoring stage of asset management, which can be seen from the absence of improvements to asset facilities and also the provision of security for village assets.

Supporting and Inhibiting Factors for Village Head Performance in Managing Village Assets

In measuring the supporting and inhibiting factors in the Village Head's Performance in Village Asset Management, the researchers classified them, as explained as follows:

Supporting Factors for Village Head Performance in Managing Village Assets

There are several supporting factors for the performance of the SumberSuko Village Head in managing village assets, including: The first supporting factor is that asset management planning in terms of administration is carried out well in the form of carrying out an inventory. The second supporting factor is that organization by the village head is very well implemented with the formation of a village asset management committee. The third supporting factor is that asset implementation is carried out well by the village head by involving various stakeholders, in this case village officials, the community and also the private sector.

Faktor Penghambat Kinerja Kepala Desa Dalam Pengelolaan Aset Desa.

The factors inhibiting the village head's performance in managing village assets are First, less than optimal planning, in this case the village head is in the legal audit planning stage which is not optimal which triggers asset assessments not being carried out and asset optimization not having village asset management procedures which is a factor. obstacles to the village head's performance in managing village assets. The second inhibiting factor is the absence of supervision over the management of village assets and security which is the responsibility of the village head due to a lack of appropriate funding targets in the elements of security and repair of village assets.

E. CONCLUSIONS

Based on the results of research conducted by researchers regarding the performance of village heads in managing village assets, it can be concluded as follows. It can be seen from the performance of the village head in managing village assets that maximum planning needs to be carried out in terms of legal audits which are not optimal which leads to asset assessments that are not carried out and optimizing assets that do not have village asset

management procedures. Implementation in accordance with the guidelines and regular supervision need to be carried out in order to improve the performance of the village head. The performance of the village head in managing village assets from all functions and roles there are several things that need to be monitored and re-evaluated, namely legal audits, asset assessment and asset optimization, because during the planning stage problems were encountered related to non-existent asset management guidelines and also implementation and supervision are the responsibility of the village head.

Supporting factors for the village head's performance in managing village assets include, The first supporting factor, is that asset management planning in administration is carried out well. Second, organizing assets by the village head. An asset management committee is formed which is coordinated directly by the village head. Third, the implementation of asset management by the village head is carried out well and implemented directly with village government stakeholders. The inhibiting factors in the village head's performance in managing village assets are First, less than optimal planning in the legality of asset audits, asset assessment and asset optimization. Second, there is no supervision over the management of village assets and security which is the responsibility of the village head because there is a lack of appropriate funding targets in the elements of security and repair of village assets.

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