Formosa Journal of Applied Sciences (FJAS)
Vol. 4, No. 4 2025: 1083-1098

Analysis of Financial Performance in the Regional Government of Tebo Regency Fiscal Year 2017-2023

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ARTICLEINFO

Keywords: Financial Performance, Financial Ratios, Public Sector Accounting

Received : 16, February
Revised : 18, March
Accepted: 20, April

ABSTRACT

The purpose of this study was to determine the financial performance of the Tebo Regency Regional Government. The method used is descriptive with a quantitative approach with secondary data sources in the form of Lappran Realization of the Regional Revenue and Expenditure budget (APBD) of Tebo Regency for the period 2017-2023. The Regional Financial Independence Ratio is categorized as still dependent on assistance from the central government and / or provincial government which is very high. The Regional Original Revenue Financial Effectiveness Ratio is classified as an effective category. The Regional Financial Efficiency Ratio is classified as efficient. The compatibility ratio is known that the average regional operating expenditure is still very high compared to the average capital expenditure so that it can be said that Tebo Regency still pays less attention to regional development.

INTRODUCTION

Regional autonomy is an effort of a region to make decisions independently and responsibly, so that it can manage its resources optimally in accordance with priority interests, and its potential. The objectives of regional autonomy include increasing economic growth in regional development, reducing disparities between regions, and improving the quality of public services that are more efficient and in line with the potential needs and characteristics of each region (Santosa et al., 2014). The implementation of regional autonomy has a direct impact on the system of financing, supervision, and management of regional finances. Therefore, regional autonomy is an inseparable element of the regional financing system (Wulandari, 2021). Based on Government Regulation No. 12 of 2019 concerning Regional Financial Management, regional financial management is a series of activities that include planning, implementation, administration, reporting, accountability, and supervision of regional finances. The Regional Revenue and Expenditure Budget (APBD) is an annual regional budget stipulated through regional regulations. The local government utilizes the APBD as a document that records the flow of income and expenditure of funds during the implementation of regional autonomy.

According to Santosa et al (2014), the performance of an activity, program, or policy can be measured based on the extent to which it contributes to achieving the goals, objectives, mission, and vision of the organization. Meanwhile, according to Ropa (2016), employee performance evaluation is carried out based on data obtained through performance measurement, which aims to assess the success or failure of an organization, program, or activity. One method to assess government performance is to analyze the financial performance that has been managed by the government itself. Optimal regional financial management will have a positive impact on regional progress. Effective financial management requires not only competent human resources, but also adequate regional financial capacity. Therefore, regions with good financial performance demonstrate the ability to finance their financial management. Accountability not only reflects the ability to account for the use of public funds, but also includes the ability to ensure that these funds have been managed efficiently, effectively and economically (Sartika, 2019).

Information on the Realization Report of the Regional Revenue and Expenditure Budget (APBD) for 2017-2023 was obtained from the Supreme Audit Agency (BPK) representative of Jambi Province as follows:

Table 1. Tebo Regency Regional Government APBD Realization Report 2017-2023

Year	Data	Descriptions					
		Regional Income	(%)	Local Revenue	(%)	Regional Expenditure	(%)
2017	Budget	1.060.502.746.429,87	95,69	74.975.148.932,52	91,24	898.289.229.721,17	89,69
	Realization	1.014.817.095.528,92		68.406.126.027,81		805.634.829.756,30	
2018	Budget	1.094.773.542.128,73	100,47	74.528.491.866,00	102,19	945.370.363.340,57	92,96
	Realization	1.099.896.407.343,83		76.160.028.617,97		878.860.323.749,78	
2019	Budget	1.166.130.657.5151,69	99,24	77.086.096.526,34	107,98	1.016.251.349.596,61	92,03
	Realization	1.157.280.009.284,13		83.236.373.472,25		935.252.564.219,17	
2020	Budget	1.006.778.093.706,83	101,76	78.612.010.292,83	99,81	949.000.804.009,68	88,82
	Realization	1.085.601.955.507,19		78.459.424.382,75		842.932.846.239,48	
2021	Budget	1.095.605.289.893,19	106,53	73.682.370.443,44	126,10	1.034.077.136.113,75	93,32
	Realization	1.167.195.696.528,30		92.915.275.640,96		964.953.562.563,25	
2022	Budget	1.175.676.863.205,00	99,98	95.740.463.914,00	90,01	1.273.038.286.249,00	91,36
	Realization	1.175.441.007.742,31		86.173.512.980,31		1.162.988.550.368,07	
2023	Budget	1.227.708230.805,00	98,82	96.873.289.659,00	94,73	1.127.587.685.337,00	91,76
	Realization	1.213.245.434.539,33		91.771.064.563,33		1.034.622.837.881,55	

Source: BPK RI Representative of Jambi Province 2017-2023 (Data Processed, 2025)

Table 2. Regional Revenue and Expenditure Budget of Tebo Regency Government in 2017-2023

year	APBD		Surplus/Deficit
	Revenue Budget	Expenditure and Transfer Budget	
2017	1.060.502.746.429,87	1.060.438.024.011,25	64.722.418,62
2018	1.094.773.542.128,73	1.112.917.035.840,65	(18.143.493.711,92)
2019	1.166.130.657.515,69	1.200.922.154.196,69	(34.791.496.681,00)
2020	1.066.778.093.706,83	1.127.874.864.709,68	(61.096.771.002, 85)
2021	1.095.605.289.893,19	1.216.021.630.431,75	(120.416.340.538,56)
2022	1.175.676.863.205,00	1.448.960.037.377,00	(273.283.174.172,00)
2023	1.227.708.230.805,00	1.317.005.678.373,00	(89.297.447.568,00)

Source: BPK RI Representative of Jambi Province 2017-2023 (Data Processed, 2025)

Table 3. Realization of the Tebo Regency Government's APBD in 2017-2023

year	APBD		Surplus/Deficit
	Revenue Realization	Expenditure and Transfer Realization	
2017	1.014.817.095.528,92	967.651.766.130,38	47.165.329.398,54
2018	1.099.896.407.343,83	1.046.282.914.606,86	53.613.492.736,97
2019	1.157.280.009.284,13	1.119.835.547.427,17	37.444.461.856,96
2020	1.085.601.955.507,19	1.021.783.330.971,48	63.818.624.536,71
2021	1.167.195.676.528,30	1.145.760.283.465,25	21.435.393.063,05
2022	1.175.441.007.742,31	1.338.826.631.206,07	(163.385.623.463,76)
2023	1.213.245.434.539,33	1.223.970.584.023,55	(10.725.149.484,22)

Source: BPK RI Representative of Jambi Province 2017-2023 (Data Processed, 2025)

The realization of a program implemented by the Regional Government of Tebo Regency indicates success if seen by a measure. Because financial performance measurement is a tool that can be used to document and evaluate organizational progress and the level of budget effectiveness and efficiency, measuring financial performance is an absolute thing to do. As a public sector organization that implements regional autonomy, the Tebo Regency Regional Government is obliged to have a good program and budget preparation process and is supported by the quality of the performance of government officials as a consequence of the availability of existing funds, with the hope that public accountability will be realized by the local government as a result. This is a strong argument to investigate the Tebo Regency Government in detail. Researchers want to conduct a thorough examination to find out how the ability and performance of regional finances in Tebo Regency using financial ratios.

LITERATUR REVIEW

Public Sector Accounting

The basic concept of Public Sector Accounting aims to ensure transparency, accountability, and efficiency in the management of public funds, as well as to provide relevant information to stakeholders. Management of public funds, as well as providing relevant information to stakeholders. The application of Public Sector Accounting is based on concepts that are not much different from accounting in general, namely: accountability, reporting entity, accounting period, recognition and measurement, economic principle and cash principle, information disclosure, public interest, dual purpose, consistency and sustainability, and separation between public equity and private equity. These concepts are the foundation of the Public Sector Accounting system and play an important role in producing financial information that is accurate, relevant, and accountable to the public and stakeholders. (Purwati et al, 2023).

Regional Revenue and Expenditure Budget

The Regional Revenue and Expenditure Budget (APBD), is the annual financial plan of local governments in Indonesia approved by the Regional House of Representatives. The APBD is stipulated by Regional Regulation. The APBD fiscal year covers a period of one year, starting from January 1 to December 31 (Tulangow & Runtu, 2016). The Regional Revenue and Expenditure Budget (APBD) is the authority of the local government as a means to achieve development targets within one year. Financial reports related to regional income and expenditure need to be prepared to be accounted for by the regional head. Based on Law Number 17 of 2003 Article 1 Paragraph 8 concerning State Finance, the Regional Revenue and Expenditure Budget (APBD) is an annual financial plan for local governments approved by the Regional House of Representatives. All revenues that rights and all expenditures that become regional obligations in the fiscal year must be recorded in the APBD.

Financial Performance

Performance measurement is an instrument used to assess the level of success of an organization. In the public sector, which is closely tied to the interests of the wider community, performance measurement is very important to assess the extent to which the mission of providing public services and goods can be achieved. In public sector organizations, success is measured based on the organization's ability to provide efficient and quality public services to the community. The public sector performance measurement system is designed to support public managers in evaluating the achievement of strategies based on predetermined performance indicators. These indicators can be both financial and non-financial performance measures. This measurement plays an important role in ensuring organizational accountability, where the budget managed by the government must have a positive impact on public interests and needs, in accordance with public demands, and can be accounted for by the government to the public (Halim & Kusufi, 2014).

Financial Ratio Analysis

Regional financial performance can be measured using the following ratios: 1) The ratio of regional financial independence is determined by comparing the amount of regional own-source revenue (PAD) to total regional revenue. 2) The regional financial efficiency ratio describes the comparison between the amount of costs incurred to obtain revenue and the realization of revenue received. 3) The PAD effectiveness ratio is calculated by comparing the realization of PAD revenue with the PAD revenue target. 4) The growth ratio is measured by comparing the growth of local revenue, local own-source revenue (PAD), capital expenditure, and operating expenditure. 5) The compatibility ratio, which explains how local governments allocate their cash properly between capital and operating expenditures.

Figure 1. Framework

METHODOLOGY

This type of research is descriptive research with a quantitative approach. This research method uses data collection methods through documentation. The data obtained through this method relates to the Tebo Regency Regional Revenue and Expenditure Budget (APBD) Realization Report for the 2017-2023 Fiscal Year obtained from the Supreme Audit Agency (BPK) representative of Jambi Province.

The data analysis technique in this study uses several regional financial ratios developed by (Sartika & Pratama, 2019), namely the Regional Financial Independence Ratio, the Regional Original Revenue (PAD) Effectiveness Ratio, the Regional Financial Efficiency Ratio, the Compatibility Ratio, and the Growth Ratio.

Regional Financial Independence Ratio

The ratio of regional financial independence (fiscal autonomy) shows the ability of local governments to finance their own government activities, development and according to the targets set for services to the people who have paid taxes and levies as a source of income needed by the region. The Independence Ratio is measured by:

$$\boxed{RKKD = \frac{\text{Local Revenue}}{\text{Transfer Informa}} \times 100\%}$$

PAD Effectiveness Ratio

The PAD Effectiveness Ratio shows the local government's ability to mobilize PAD revenue in accordance with the target. The formula for this ratio is as follows:

$$\boxed{REPAD = \frac{\text{Realization of Local Revenue}}{\text{Local Revenue Budget}} \times 100\%}$$

Regional Financial Efficiency Ratio

The Regional Financial Efficiency Ratio (REKD) describes the comparison between the amount of costs incurred to obtain revenue and the realization of revenue received. The formula used to calculate this ratio is as follows:

$$\boxed{REKD = \frac{\text{Realization of Regional Expenditure}}{\text{Regional Revenue Realization}} \times 100\%}$$

Coherence Ratio

The Coherence Ratio illustrates how local governments prioritize the allocation of funds to their Routine Expenditure and Development Expenditure optimally. There are two calculations in this Coherence Ratio, namely: Operating Expenditure Ratio and Capital Expenditure Ratio.

a. Capital Expenditure Ratio =

$$\boxed{\text{Capital Expenditure Ratio} = \frac{\text{Total Capital Expenditure}}{\text{Total Regional Expenditure}} \times 100\%}$$

b. Operating Expenditure Ratio =

$$\text{Capital Expenditure Ratio} = \frac{\text{Total Operating Expenditure}}{\text{Total Regional Expenditure}} \times 100\%$$

Growth Ratio

The growth ratio is useful for knowing whether the local government in the relevant fiscal year or over several budget periods, budget performance has experienced positive or negative growth in revenue or expenditure. The formula for calculating the Growth Ratio is as follows:

$$\text{Growth Ratio} = \frac{(Pn\text{-}P0)}{P0}$$

Description:
r= Growth Ratio
Pn= Total Local Revenue / Regional Development / Capital Expenditure / Operating Expenditure calculated in the nth year
P0= Total Local Revenue / PAD / Capital Expenditure / Operating Expenditure calculated in year 0 (year before n)

RESEARCH RESULTH

Regional Financial Independence Ratio

Table 4. Calculation of the Regional Financial Independence Ratio of the Regional Government of Tebo Regency for the 2017-2023 Budget Year

Year	Local Revenue	Transfer Income	RKKD	Relationship Pattern
2017	68.406.126.027,81	928.410.969.501,11	7,36%	Instructive
2018	76.160.028.617,97	980.524.698.725,86	7,76%	Instructive
2019	83.236.373.472,25	1.020.453.558.800,72	8,15%	Instructive
2020	78.459.424.382,75	951.225.215.724,35	8,24%	Instructive
2021	92.915.275.640,96	1.017.377.596.682,00	9,13%	Instructive
2022	86.173.512.980,31	1.075.614.494.762,00	8,01%	Instructive
2023	91.771.064.563,33	1.107.752.193.166,00	8,28%	Instructive
Total			56,93%	
Average			8,13%	Instructive

(Source: Data processed, 2025)

The results of the analysis of the regional financial independence ratio during the 2017-2023 fiscal year, the average ratio obtained was 8.13%, which indicates that the financial relationship between the Tebo Regency Government and the Central Government is still instructive. This relationship pattern shows that dependence on transfer funds from the Central Government is still very high, so that the level of regional independence in implementing financial autonomy is low. The lowest independence ratio value occurred in 2017 at 7.36%, while the highest value was recorded in 2021 at 9.13%. This reflects that during this period, the Tebo Regency Government still did not have sufficient fiscal capacity to reduce dependence on external assistance, both from the Central Government and the Provincial Government.

PAD Effectiveness Ratio

Table 5. Calculation of the Effectiveness Ratio of PAD of the Regional Government of Tebo Regency for Fiscal Year 2017-2023

Year	Realization of Local Revenue	Local Revenue Budget	PAD Effectiveness	Criteria
2017	68.406.126.027,81	74.975.148.932,52	91,24%	Ineffective
2018	76.160.028.617,97	74.528.491.866,00	102,19%	Effective
2019	83.236.373.472,25	77.086.096.526,34	107,98%	Effective
2020	78.459.424.382,75	78.612.010.292,83	99,81%	Ineffective
2021	92.915.275.640,96	73.682.370.443,44	126,10%	Effective
2022	86.173.512.980,31	95.740.463.914,00	90,01%	Ineffective
2023	91.771.064.563,33	96.873.289.659,00	94,73%	Ineffective
Total			712,06%	
Average			101,72%	Effective

(Source: Data Processed, 2025)

The effectiveness of Tebo Regency PAD in 2017-2023 is classified as an effective category, seen from the average ratio above 100%, namely 101.72%. This shows that PAD revenue has been said to be quite good and in accordance with the target. The Tebo Regency Government can also be said to have good performance in terms of realizing the planned PAD. In addition, it is also due to revenue from the regional tax and levy sector that exceeds the budgeted amount. However, to maintain and increase its effectiveness, the Regional Government must be able to optimize revenue from its existing revenue potentials, such as local taxes.

Regional Financial Efficiency Ratio

Table 6. Calculation of Regional Financial Efficiency Ratio of Tebo Regency Regional Government Fiscal Year 2017-2023

Year	Realization of Regional Expenditure	Regional Revenue Realization	REKD	Criteria
2017	805.634.829.756,30	1.014.817.095.528,92	79,38%	Efisien
2018	878.860.323.749,78	1.099.896.407.343,83	79,90%	Efisien
2019	935.252.564.219,17	1.157.280.009.284,13	80,81%	Efisien
2020	842.932.846.239,48	1.085.601.955.507,19	77,64%	Efisien
2021	964.953.562.563,25	1.167.195.696.528,30	82,67%	Efisien
2022	1.162.988.550.368,07	1.175.441.007.742,31	98,94%	Efisien
2023	1.034.622.837.881,55	1.213.245.434.539,33	85,27%	Efisien
Total			584,61%	
Average			83,51%	Efisien

(Source: Data Processed, 2025)

The results of the analysis of the regional financial efficiency ratio of Tebo Regency during the 2017-2023 period found that the ratio fluctuated with a tendency to increase and decrease in each year. The highest percentage occurred in 2022, which amounted to 98.94%, while the lowest percentage was recorded in 2020, which was 77.64%. Overall, the average regional financial efficiency ratio of Tebo Regency during this period reached 83.51%, which shows that regional financial management is classified as efficient because the figure is still below 100%.

Compatibility Ratio

1. **Capital Expenditure Ratio**

Table 7. Calculation of Capital Expenditure Ratio of Tebo Regency Regional Government Fiscal Year 2017-2023

Year	Capital Expenditure	Regional Expenditure	Capital Expenditure Ratio
2017	233.688.059.239,33	805.634.829.756,30	29,00%
2018	258.990.826.316,86	878.860.323.749,78	29,46
2019	269.093.691.375,70	935.252.564.219,17	28,77%
2020	139.855.988.043,42	842.932.846.239,48	16,59%
2021	222.212.719.378	964.953.562.563,25	23,02%
2022	378.530.343.306,00	1.162.988.550.368,07	32,54%
2023	242.656.273.135,00	1.034.622.837.881,55	23,45%
Total			182,83%
Average			26,12%

Source: Data Processed, 2025

The capital expenditure ratio of the Tebo Regency Government in the 2017 to 2023 fiscal years experienced fluctuations that reflected the dynamics of budget allocations for regional fixed asset investment. These fluctuations indicate that the efficiency of capital expenditure allocations is still influenced by economic conditions and changes in regional fiscal policy.

2. **Operating Expenditure Ratio**

Table 8. Calculation of Capital Expenditure Ratio of Tebo Regency Regional Government Fiscal Year 2017-2023

Year	Operation Expenditure	Regional Expenditure	Operating Expenditure Ratio
2017	569.861.689.016,97	805.634.829.756,30	70,73%
2018	618.275.708.087,92	878.860.323.749,78	70,34%
2019	665.142.858.843,47	935.252.564.219,17	71,11%
2020	671.289.054.966,06	842.932.846.239,48	79,64%
2021	740.017.958.805,14	964.953.562.563,25	76,68%
2022	774.488.457.062,07	1.162.988.550.368,07	66,59%
2023	791.966.564.746,55	1.034.622.837.881,55	76,54%
Total			511,62%
Average			73,09%

Source: Data Processed, 2025

The operating expenditure ratio of the Tebo Regency Government in fiscal years 2017 to 2023 experienced fluctuations that reflected changes in regional expenditure management policies. Changes in this ratio reflect the efforts of the Tebo Regency Government in managing the operational budget according to regional conditions and needs each year. Analysis of the compatibility ratio, it can be concluded that operating expenditure in Tebo Regency in the 2017-2023 period was far more dominant than capital expenditure. This shows that attention to regional development already exists, but the budget allocation for capital expenditure still needs to be optimized to support the achievement of sustainable development targets.

Growth Ratio

Table 9. Calculation of Capital Expenditure Ratio of Tebo Regency Regional Government Fiscal Year 2017-2023

Description	Year						
	2017	2018	2019	2020	2021	2022	2023
Regional Revenue	1.014.817.095.528,92	1.099.896.407.343,83	1.157.280.009.284,13	1.085.601.955.507,19	1.167.195.969.582,30	1.175.441.007.724,31	1.213.245.434.539,33
Regional Revenue Growth	-	8,38%	5,22%	-6,19%	7,52%	0,71%	3,21%
PAD	68.406.126.027,81	76.160.028.617,97	83.236.373.472,25	78.459.424.382,75	92.915.275.640,96	86.173.512.980,31	91.771.064.563,33
PAD Growth	-	11,33%	9,29%	-5,47%	18,42%	-7,26%	6,49%
Capital Expenditure	233.688.059.239,33	258.990.826.316,86	269.093.691.375,70	139.855.988.043,42	222.212.719.378,11	387.530.343.306,00	242.656.273.135,00
Capital Expenditure Growth	-	10,83%	3,90%	-48,02%	58,88%	74,43%	-37,39

Description	Year						
	2017	2018	2019	2020	2021	2022	2023
Operation Expenditure	569.861.689.016,97	618.275.708.087,92	665.142.858.843,47	671.389.054.966,06	740.017.958.805,14	774.488.457.062,07	791.966.564.746,55
Operating Expenditure Growth	-	8,50%	7,58%	0,94%	10,22%	4,66%	2,26%

Source: Data Processed, 2025

The growth ratio analysis illustrates that although local revenue tends to increase, the dynamics of PAD and capital expenditure growth need to be of particular concern to the Tebo District Government. Optimization of local revenue and an increase in the proportion of capital expenditure that is more stable and directed are needed so that the quality of regional development can continue to be improved sustainably in the future.

DISCUSSION

Regional Financial Independence Ratio

The financial independence ratio of Tebo Regency during 2017-2023 averaged only 8.13%, which shows an instructive pattern. This indicates a high dependence on transfer funds from the central government and the low ability of the region to finance development independently. Of the four PAD components, local tax revenue and other legal revenues are the largest contributors, but overall PAD is not large enough to reduce dependence on central transfer funds. The low realization of retribution revenues and limited contribution from the management of local assets also weaken total PAD and regional financial independence.

PAD Effectiveness Ratio

Revenue from the management of separated local assets showed relatively stable realization and was close to budget, ranging from 88% to 101% during the period. This indicates that the management of local assets is quite good, but its contribution to total PAD is not as great as local tax revenue. Meanwhile, other legitimate local revenues showed fluctuations in realization, with some years exceeding the budget such as in 2021 by 137.55%, but in other years such as 2022 only reaching 80.81%. This variation indicates that other legal sources of income have not become a stable and dominant source in supporting the effectiveness of PAD.

Regional Financial Efficiency Ratio

The regional financial efficiency ratio of Tebo Regency in 2017 was recorded at 83.51%, which shows a good level of efficiency because the value is still below the 100% threshold. This indicates that the total regional expenditure is still lower than the total revenue, so that regional financial management can be categorized as efficient. The components of personnel expenditure and goods and services expenditure are the main factors that contribute significantly to this efficiency, given the large portion of these two items in total regional expenditure. In addition, the management of capital expenditure, especially in the expenditure on roads, irrigation and networks, also has a positive impact on regional financial efficiency.

Compatibility Ratio

1. Capital Expenditure Ratio
   Expenditure on roads, irrigation, and networks is the main contributor to fluctuations in capital expenditure in Tebo Regency during 2017-2023. The efficiency of capital expenditure allocation is still influenced by economic dynamics and regional fiscal policy. Therefore, optimization of regional revenue and more efficient budget management are needed to increase the proportion of capital expenditure to support sustainable regional development. This discussion is an important basis in examining the relationship between financial performance and budget management efficiency in Tebo Regency descriptively.
2. Operating Expenditure Ratio
   Personnel expenditure is the main element that is the largest contributor to fluctuations in the ratio of operational expenditure in Tebo Regency. To improve the efficiency and stability of regional finances, more effective expenditure management and adjustments to regional revenue capacity are needed. Thus, it is expected that the operational expenditure ratio can be managed more optimally, supporting regional financial sustainability and sustainable development.

Growth Ratio

The main contributors to fluctuations in the growth ratio are changes in balancing funds (transfers from the center), regional own-source revenues, and capital expenditures. Balancing funds, which are dominant in the regional revenue structure, are strongly influenced by central fiscal policy and national economic conditions. Meanwhile, capital expenditure, which is highly sensitive to fiscal conditions and regional development priorities, is a major factor in fluctuations in regional spending. The relatively stable operating expenditures show the focus of local governments on routine expenditures that must be met despite fluctuating economic conditions. Thus, fluctuations in the growth ratio of regional revenues and expenditures of Tebo Regency during 2017-2023 reflect the dynamics of regional financial management which are influenced by macroeconomic conditions, central and regional fiscal policies, as well as the ability of regions to manage resources and spending priorities. Optimizing regional revenue and managing expenditure that is adaptive to these conditions is very important to maintain regional financial stability and support sustainable development.

CONCLUSIONS AND RECOMMENDATIONS

1. The Financial Performance of the Regional Government of Tebo Regency for the 2017-2023 Fiscal Year when viewed from the Regional Financial Independence Ratio in general can be said to still depend on assistance from the central government and / or provincial government which is very high and has not shown independence in its regional financial performance.
2. The Financial Performance of the Tebo Regency Government in the 2017-2023 Fiscal Year when viewed from the Regional Original Revenue Effectiveness Ratio can generally be said to be effective because it is classified in percentages above 100%.
3. The Financial Performance of the Tebo Regency Regional Government in the 2017-2023 Budget Year when viewed from the Regional Financial Efficiency Ratio can generally be said to be efficient because it is classified as a percentage of less than 100%.
4. The Financial Performance of the Tebo Regency Regional Government for the 2017-2023 Budget Year when viewed from the Compatibility Ratio, it is known that operating expenditure is greater than capital expenditure. This shows that attention to regional development already exists, but the budget allocation for capital expenditure still needs to be optimized to support the achievement of sustainable development targets.
5. The Financial Performance of the Tebo Regency Regional Government for the 2017-2023 Fiscal Year when viewed from the Growth Ratio on average experienced positive growth but was still in the low category.

The Regional Government of Tebo Regency needs to intensify the acceptance of existing revenue sources by expanding and cultivating local taxes and levies in order to increase the contribution of PAD. This effort must also be accompanied by improved regional financial performance so that dependence on central funds can be reduced, so that PAD becomes more independent and consistent. In addition, the efficiency of regional expenditure must be improved by being selective in the use of the budget, especially in personnel expenditure and goods expenditure, which have been dominating.

ADVANCED RESEARCH

For future researchers, the results of this study can be applied as a source of ideas or ideas for the development of future research. In addition, the findings of this study can be used as literature for future researchers to apply indicators outside of this study.

ACKNOWLEDGMENTS

The author is grateful to his parents and all those who supported this research, especially to Mr. Iskandar Sam and Mr. Muhammad Gowon who have guided the author patiently so that this research can be completed properly. The researcher also hopes that this article can be useful for all readers who need it.

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