

Original Article

Reviewing the Contribution and Effectiveness of Receiving Profit of Regional Owned Business Entities (BUMD) to Regional Original Income in Kebumen Regency

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Abstract: The purpose of this study was to determine the level of contribution and effectiveness of profit regional-owned Business entities to Regional Original Income in Kebumen District in the year 2016- 2020. The objects used in this study were 3 regional owned Business entities of Kebumen, namely PD BPR Bank Kebumen, PD Apotek Lukulo Kebumen, and PDAM Tirta Bumi Sentosa. This research is quantitative and descriptive. This study uses primer data and secondary data. The data were obtained by using documentation techniques, interviews and literature study, and the data were analyzed by contribution and effectiveness analysis. The results showed that (1) PDAM Tirta Bumi Sentosa has an average value of 0.718%, then PD BPR Bank Kebumen with an average value of 0.563% And PD Apotek Lukulo Kebumen gave the lowest contribution with an average value of 0.058% and all of them included in the very poor category. This occurred due to an increase in the cost of allowance for productive assets as a result of credits with bad collectibility and affected by the condition effects of the Covid pandemic. 19, which caused most of the debtors to have difficulty in paying credit installments (2) that regionally owned business entities which had the highest average of effectiveness were PDAM Tirta Bumi Sentosa with an average value of 110.41% and very effective. Then PD BPR Bank Kebumen has 92.01% in the effective category. Moreover, PD Apotek Lukulo Kebumen, which has the lowest effectiveness value, is 90.80% and is included in the effective category as well. The solutions to improve contribution are internal management making decisions to be adaptive according to needs, responding wisely to external threats by paying attention to improving the quality of products and services, upskilling employees, and focusing on developing businesses to maintain the sustainability of BUMD's business.

Keywords: Regional owned Business Entitas, Effectiveness, Contribution, Regional Original Income.

I. INTRODUCTION

Regional autonomy is the power of a region to make broader decisions to empower and manage the potential of the region in accordance with the interests of the region itself (Ersita & Elim, 2016). In the implementation of regional autonomy, local governments are required to always be creative and independent in finding sources of funding that can be used as inputs for regional cash in an effort to increase regional original income. This is intended so that the regional development process can be realized properly and local governments do not need to wait for financial assistance from the central government (Antari & Sedana, 2018).

In this case, the central government has divided the types of funding sources among local governments to implement the various tasks and obligations assigned to them. As regulated in Law Number 33 of 2004, which states that regional income is sourced from regional original income, balancing funds, and other legitimate regional revenues..

In regional autonomy, regional original income is a very important indicator to determine the nature of the independence and success of an autonomous region in the implementation of regional development (Lazuardi, 2018). The independence of a region can be measured by the increase in regional financial competence originating from the local area and the reduced dependence of the regional government on the central government. When viewed from the income side, successful regional finance is defined by whether it is able to increase regional cash inputs on an ongoing basis in line with economic growth in the area without worsening the allocation of production factors and a sense of justice in society (Berwulo et al., 2017).

The local government, in its implementation is obliged to pay attention to several important things that are sources of local revenue so that it can run optimally. This is because local revenue is the main source of regional revenue (Lazuardi, 2018). According to Kobandaha & Wokas (2016), local revenue is a source of regional-owned income that can be freely used



and utilized by each region to carry out government and regional economic development. Local revenue can be used to assess the ability of local governments to achieve regional autonomy. This indicates that local revenue is included as part of the largest contributor to the source of income for the implementation of regional autonomy. The greater the value of the contribution of local revenue, the more it will reduce the dependence of local governments on central government assistance (Abdullah et al., 2015).

Although regional autonomy and decentralization policies have been implemented in Kebumen, in reality, the financial performance in Kebumen cannot be categorized as independent. According to the Head of the Planning Subdivision of the Kebumen Regional Research and Development Planning Agency (Bappeda), the Kebumen Regency government is targeting PAD realization in 2017 at Rp 437,34 billion. Thus, the realization only reached 67.7% of the target. Kebumen Regency failed to realize the PAD target in 2017, making Kebumen's TAPD (Regional Government Budget Team) try to be realistic in targeting PAD. The PAD target in 2018 was only Rp. 347 billion, so it was a decreasing target (Aditya, 2018). This is an indication that the source of regional potential in Kebumen Regency has not been managed optimally. In order to increase the regional original income (PAD) of Kebumen Regency, several strategies can be adopted, one of which is increasing the contribution of BUMD.

According to Law Number 23 of 2014 concerning Regional Government, it is explained that a Regional Owned Bussiness entities (BUMD) is a business entity whose capital is wholly or partly owned by the region. The establishment of BUMD is one way to increase the source of PAD revenue that comes from the results of separated wealth management. The results of separated wealth management obtain funds from BUMD profits. In the following, data regarding the contribution of each BUMD in 2013-2015 is presented.

Table 1. Contribution of Each Regional Owned Bussiness Entities in 2013-2015

Regional Owned Enterprises (BUMD)	Contribution (%)			Average	Criteria
	2013	2014	2015		
PD BPR Bank Kebumen	0,86	0,62	0.58	0,69	Very low
PD Apotek Lukulo Kebumen	0.04	0.04	0.00	0.04	Very low
PDAM Tirta Bumi Sentosa	0,56	0.33	0.42	0.44	Very low

Table 1 shows that the contribution of BUMD profits to Kebumen Regency's original revenue in 2013-2015 is still relatively very low. This indicates that the BUMD in Kebumen Regency has not been managed optimally by the local government. If regional governments are able to manage and empower BUMD appropriately and optimally, it is possible that BUMD could be one of the potential sources of regional income. It is hoped that with the establishment of BUMD, it can participate in contributing to increasing regional income in terms of realizing community prosperity and welfare. The scope of BUMD itself is concentrated in several fields, such as consulting, services, trade, agribusiness, strategic industry, investment, telecommunications, construction, property, marine, tourism, transportation (land, sea, and air transportation), aviation, banking, insurance, and other businesses.

The profit obtained from the BUMD will then become local government revenues, which will increase the ability of the APBD to finance regional development. The division of the concept of BUMD that is oriented to business and services to the community actually has several consequences, for BUMD that is oriented to the business aspect is expected to provide financial benefits. Meanwhile, BUMD, which is oriented to community service, is expected to be able to meet the needs and interests of the general public (Harahap in Yudho, 2014).

Complex management problems cause regional company investments to not be managed effectively (Andi, 2020). The performance of regional-owned business entities (BUMD) has not been optimal. Most of the BUMDs in Indonesia have not yet made their maximum contribution to regional economic growth (Kresno, 2010). BUMD profits still have not made a significant contribution to the regional original income. Regional original income has also not been able to have a significant influence on regional economic growth (Haince et al. 2019). The revenue growth of regional-owned enterprises (BUMD) has fluctuated, and the level of effectiveness of regional-owned enterprises (BUMD) revenue for the last five years is in the

effective category. The contribution of regionally owned enterprises (BUMD) revenue to regional original income (PAD) is in the very poor category (Nurmiati et al. 2019).

According to Kamaluddin (in Azre, 2017), one of the roles and tasks of BUMD is as a source of increasing local revenue. In this case, BUMD, in its implementation, is required to be more professional and efficient.

In Kebumen Regency, there are 7 BUMDs, namely PD BPR Bank Kebumen, PD Apotek Lukulo Kebumen, PDAM Tirta Bumi Sentosa, PT BKK Central Java, PT BPD Bank Jateng, PT BPR BKK Kebumen (Perseroda), and PT Center for Recreation and Development (PRPP) Central Java. However, in this study, the authors only analyzed 3 BUMDs, namely PD BPR Bank Kebumen, PD Apotek Lukulo Kebumen, and Regional Water Company Tirta Bumi Sentosa. This is because the 3 BUMDs are all owned by Kebumen Regency. Meanwhile, the other 4 BUMDs are shared jointly with other regencies/cities in Central Java.

The potential resources of this country must be managed properly and correctly to create a balanced economic condition so that people's welfare can be achieved. If the PAD funds that have been targeted by the government are not realized properly, it will have an impact on development that has been designed for the welfare and prosperity of the community and will not function optimally. In order to increase local revenue, BUMD profits have a very important role for a region. So, more optimal responsibilities and actions are needed from local governments to develop and manage them for the creation of community welfare and prosperity (Lazuardi, 2018).

Based on the explanation above, it can be concluded that BUMD is one of the sources that play a role in encouraging the increase in PAD. This study analyzes the BUMD management so that it can contribute to providing solutions for the progress development and resilience of BUMD. This is the difference from previous research.

II. RESEARCH METHODS

This research uses a quantitative descriptive analysis method. Quantitative descriptive analysis is a technique by uses numbers to reach a conclusion from measurable events. This research was conducted in 3 BUMDs in Kebumen Regency, namely PD BPR Bank Kebumen, PD Apotek Lukulo Kebumen, and Regional Drinking Water Company (PDAM) Tirta Bumi Sentosa. Sources of data in this study are the types of primary data and secondary data. The primary data in this study were obtained by researchers through interviewing informants from PD BPR Bank Kebumen, PD Apotek Lukulo Kebumen, and Regional Water Company (PDAM) Tirta Bumi Sentosa. Secondary data in the study was obtained through data from the Economic and Natural Resources Section (SDA) of the Regional Secretariat of Kebumen Regency, namely data on the realization of BUMD profit receipts, data on revenue targets for BUMD profits and data on the realization of total PAD revenues. Researchers use financial statements to support the data used. 2016-2020 is the year used as the research period. The potential resources of this country must be managed properly and correctly to create a balanced economic condition so that people's welfare can be achieved. If the PAD funds that have been targeted by the government are not realized properly, it will have an impact on development that has been designed for the welfare and prosperity of the community and will not function optimally. In order to increase local revenue, BUMD profits have a very important role for a region. So, more optimal responsibilities and actions are needed from local governments to develop and manage them. For the creation of community welfare and prosperity (Lazuardi, 2018).

The methods of collecting data were documentation, interviews, and literature studies. Documentation techniques are carried out by collecting information and research data using the documentation method. This method is carried out by taking documentation or data that supports the research, such as data on the realization of BUMD's profit receipts, data on the target of BUMD's profit receipts, and data on the realization of total PAD revenues. Furthermore, interviews were conducted to obtain information for research purposes using the question and answer method, face-to-face between the interviewer and the respondent. Here, the researchers interviewed resource persons from PD BPR Bank Kebumen, PD Apotek Lukulo Kebumen, and the Regional Drinking Water Company (PDAM) Tirta Bumi Sentosa. Finally, a literature study is carried out by looking for sources of information needed, which can be obtained from yearbooks, scientific books, scientific essays, theses and dissertations, regulations, statutes, research reports, encyclopedias, and other written sources in the form of print media or other electronic media Contribution Analysis (Proportions)

Table 1: Information

No	Position	Code
1.	Director of BPR	A.1
2.	Director of Apotek Lukulo	B.1
3.	Director of PDAM Tirta Bumi Sentosa	C.1

BUMD contribution analysis can be used to find out how big the contribution or contribution from BUMD's profit receipts is in encouraging an increase in PAD. Meanwhile, according to Abdul & Kusufi (2014), the contribution analysis (proportion) and Classification of Contribution Criteria are formulated as follows:

$$\text{Proportion} = \frac{\text{Realization Profit of BUMD} \times 100}{\text{Realization of PAD}}$$

Table 2. Classification of Contribution Criteria

Percentage	Criteria
Above 50%	Very Good
40, 10 % - 50,00 %	Good
30,10% - 40,00 %	Good Enough
20,10% - 30 %	Moderate
10,10% - 20%	Low
0,00% - 10%	Very low

Source: Research and development UGM 1991 (Rumende et al., 2019)

1. Effectiveness Analysis

The effectiveness analysis in this study describes the success of BUMD profits in achieving the targets set by the government. The method used is the Charge Performances Index (CPI). The CPI method is used to determine the assessment or ranking of various alternatives based on several criteria. Meanwhile, according to Abdul & Kusufi (2014)

$$\text{Effectiveness} = \frac{\text{Realization Profit Collected BUMD} \times 100}{\text{Revenue Target of Profit BUMD}}$$

If the percentage obtained is greater than the percentage obtained, it can be said that the BUMD management is effective and very effective when able to achieve the target of 100% and above. According to Nurlaili's theory (in Fitriani et al., 2015), which states that the effectiveness ratio is included in the very effective category if it is above the 100% range.

Table 3. Classification of Effectiveness Criteria

Percentage	Criteria
> 100 %	Very Effective
90% - 100%	Effective
80% - 90%	Effective Enough
60% - 80%	Less Effective
< 60 %	Ineffective

III. RESULTS AND DISCUSSION

1. Contribution Analysis (Proportions)

BUMD contribution analysis can be used to find out how the contribution of BUMD's profit revenue encourages the increase in PAD in Kebumen Regency.

Table 4. Realization of Profit Receipts BUMD 2016-2020

Year	Realization of Regional Owned Business entities (BUMD) Profits			Total	Regional Revenue per Year
	PD BPR Bank Kebumen	PD Apotek Luk Ulo Kebumen	PDAM Tirta Bumi Sentosa		
2016	1.980.764.659	121.204.745	1.718.371.688	3.820.341.092	291.016.321.703
2017	1.417.630.595	182.044.141	2.103.298.926	3.702.973.662	443.608.862.461
2018	2.047.021.538	236.989.327	3.325.570.565	5.609.581.430	352.047.092.282
2019	2.527.417.840	267.044.972	3.046.084.424	5.840.547.236	409.163.433.330
2020	2.476.829.130	311.357.482	3.378.305.945	6.166.492.557	403.025.963.784

Table 4 shows the data containing the realization of Kebumen Regency's income and PAD, which can be used to calculate the contribution of BUMD's profit to PAD in Kebumen Regency in 2016-2020. The following table presents data on the percentage of profit contribution of each BUMD per year to original revenue for 2016-2020.

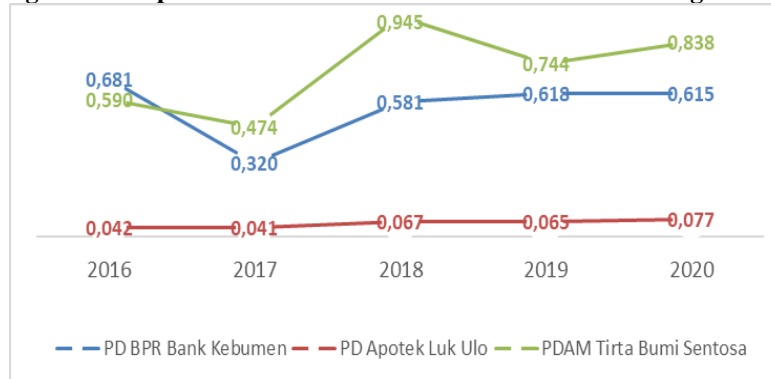
Table 5. Contribution Profit of BUMD Analysis

Regional Owned Enterprises (BUMD)	Contribution (%)				
	2016	2017	2018	2019	2020
PD BPR Bank Kebumen	0,681	0,320	0,581	0,618	0,615
PD Apotek Luk Ulo Kebumen	0,042	0,041	0,067	0,065	0,077
PDAM Tirta Bumi Sentosa	0,590	0,474	0,945	0,744	0,838

Table 5 explains that PD BPR Bank Kebumen had a profit contribution percentage in 2016 of 0.681%, then decreased in 2017 to 0.320%, then increased again in 2018 to 0.581%, continued to increase in 2019 to 0.618%, and slightly decreased in 2020 to 0.615%.

For PD Apotek Lukulo Kebumen, the percentage of profit contribution in 2016 was 0.042%, then slightly decreased to 0.041% in 2017, and slightly increased in 2018 to 0.067%, fell again to 0.065% in 2019, and for 2020, again increased to 0.077% in 2020. Furthermore, PDAM Tirta Bumi Sentosa had a profit contribution percentage of 0.590% in 2016, decreased to 0.474% in 2017, increased to 0.945% in 2018, decreased to 0.744% in 2019, and increased to 0.838% in 2020. To further explain the decrease and increase in the contribution of income from each BUMD to PAD in Kebumen Regency, see the following graph:

Figure 1. Graph of the Contribution of BUMD Profits to Original Revenue



In the graph above, it can be seen that for PD BPR Bank Kebumen, there is an increase and a decrease in the profit contribution to the PAD of Kebumen Regency, which fluctuates or changes every year. When interviewed, the Director of PD BPR Bank explained why the percentage value of profit revenue contribution to PAD from 2016 to 2016 s.d. 2020 is included in the very poor category. This is explained by informant A.1 as follows:

This is due to an increase in the expense or cost of allowance for productive assets as a result of credits that have bad debts for more than 3 (three) years that have not been resolved so that, according to the provisions, they must reserve for productive asset costs of 100% (one hundred percent) according to the balance of debit and credit. The decline in the contribution of profit receipts in 2020 was due to the performance of PD BPR Bank Kebumen being affected by the effects of the COVID-19 pandemic, which caused most debtors to experience difficulties in paying loan installments, resulting in the expected income target not being achieved optimally. Besides that, the existence of debtors who are in arrears on their credit installments also increases the cost of providing an allowance for productive assets (PPAP) as a result of the increase in non-performing loans. (10–11 a.m. on December 27, 2021)

Then there are various efforts made by PD BPR Bank Kebumen to increase the contribution of profit revenue to the PAD of Kebumen Regency.

This is explained by informant A.1 as follows:

"For the efforts of PD BPR Bank Kebumen in 2022, which is a commitment to be more expansive compared to the previous year's performance, The target for achieving credit, which is the bank's main business, has been set to be higher than the banking industry average. The industry average targets credit expansion of 10% (ten percent), but PD BPR Bank Kebumen is optimistic that it can increase its credit expansion to 14% (fourteen percent). It is hoped that with this strategy, the contribution to the achievement of Regional Original Income (PAD) can be further increased. (10–11 a.m. on December 27, 2021)

Meanwhile, the graph of PD Apotek Lukulo Kebumen also experienced an increase and decrease, which fluctuated or changed every year. The Director of Apotek Lukulo explained why the percentage value of profit revenue contribution to PAD from 2016 to 2020 is included in the very poor category. This is explained by informant B.1 as follows:

This is due to the small amount of capital provided by the regional government to the Lukulo Pharmacy compared to other BUMDs. Lukulo Pharmacy only received a capital of 1.6 billion, while other BUMDs were around hundreds of billions. Another thing is also caused by the orientation of BUMD, which tends to be more focused on public welfare services. Therefore, BUMD does not set tariffs that are burdensome to the community even though it requires quite large operational costs. "(November 24, 2021, 13:00–14:00)

Then there are various efforts made by the Lukulo Pharmacy to increase the contribution of profit revenue to the PAD of Kebumen Regency. This is explained by informant B.1 as follows:

This is due to the small amount of capital provided by the regional government to the Lukulo Pharmacy compared to other BUMDs. Lukulo Pharmacy only received a capital of 1.6 billion, while other BUMDs were around hundreds of billions. Another thing is also caused by the orientation of BUMD, which tends to be more focused on public welfare services. Therefore, BUMD does not set tariffs that are burdensome to the community even though it requires quite large operational costs. "(November 24, 2021, 13:00–14:00). ukulo Pharmacy itself has the motto, "To create a pharmacy that is friendly, comfortable, and cheap." We must be friendly when serving customers because the first impression is so memorable for customers, so they will come back again to buy at Apotek Lukulo. Lukulo Pharmacy also sells medicines relatively cheaply and does not make big profits because we prioritize the welfare of the community. Furthermore, for employees, we always improve the quality of employees, namely by conducting training for Lukulo Pharmacy employees at least once a year. So that the ability of employees increases and the love for the company also increases. Lukulo Pharmacy is also trying to expand its marketing network, such as opening branches in small villages." (24 November 2021, 13.00-14.00

When interviewed by the Director of PDAM, Tirta Bumi Sentosa explained why the percentage value of the contribution of profit revenue to PAD from 2016 s.d. to 2020 is included in the very poor/low category. This is explained by informant C.1 as follows:

Several factors have contributed to the lack of contribution of PDAMs to PAD, among others, the low skill level of PDAM employees. Then other factors, such as the low use of clean water in Kebumen Regency, Clean water is very important, especially for health. So, PDAM needs to be more aggressive in providing understanding to the people of Kebumen so that they understand, understand, and use clean water. "(December 30, 2021, 13.00–14.00)

Then there are various efforts made by PDAM Tirta Bumi Sentosa to increase the contribution of profit revenue to the PAD of Kebumen. Table 7 states that the component that contributes the most to the PAD revenue of Kebumen Regency is the other component of legitimate PAD, with an average contribution of 65.39%, followed by the regional tax component of 23.81%, followed by regional retribution, which contributed 7.31%, while the profit of 3 BUMD only gave an average contribution to the PAD of Kebumen Regency of 1.35%, which is the smallest contribution or contribution to PAD when compared to other PAD components. Although the contribution of BUMD's profit to Kebumen Regency is still not large, the existence of BUMD is still believed to have a large potential contribution to Regional Original Income in Kebumen Regency, as seen from the profit of BUMD to Kebumen Regency's PAD which continues to experience a significant increase every year.

The motto of PDAM Tirta Bumi Sentosa Kebumen is "Forward its Business" and "Better Service". PDAM does various things, such as creating new innovations, one of which, in 2020 it launched the PETAKU application program (PDAM Fixed My Own). This application aims to make it easier to access customer data. In terms of service, PDAM is also trying to continuously improve the quality of service. That is by always being friendly to all customers. So that customers feel comfortable using the services of PDAM Tirta Bumi Sentosa. We also always conduct employee training in order to improve human resources (HR) within the company. Employee training can improve the skills and abilities of each employee. (December 30, 2021, 13.00–14.00)BUMD, which has the highest average profit contribution value, is PDAM Tirta Bumi

Sentosa, with an average value of 0.718% but in a very low category. Then followed by PD BPR Bank Kebumen with an average value of 0.563% in the very low category. PD Apotek Lukulo Kebumen, which gave the lowest contribution with an average value of 0.058%, was included in the very poor /low category as well.

Tabel 6. Percentage of the Average Profit Contribution of Each Regional Owned Business Entities (BUMD) Original Income) in 2016-2020

Regional Owned Enterprises (BUMD)	Contribution (%)					Average	Criteria
	2016	2017	2018	2019	2020		
PD BPR Bank Kebumen	0,681	0,320	0,581	0,618	0,615	0,563	Very Low
PD Apotek Luk Ulo Kebumen	0,042	0,041	0,067	0,065	0,077	0,058	Very Low
PDAM Tirta Bumi Sentosa	0,590	0,474	0,945	0,744	0,838	0,718	Very Low

The comparison between the profit contribution of 3 BUMDs with other components of regional original income such as regional taxes and other legitimate PAD. So the contribution of BUMD profits does contribute the smallest contribution to PAD when compared to other PAD components, as shown in Table 7 below.

Table 7. Contribution of Components of Original Revenue 2016-2020

Year	Local Tax	Regional Retribution	Profit of 3 BUMD	Other valid Local Own Revenue (LOR)
2016	21,59%	8,74%	1,37%	67,30%
2017	17,92%	5,11%	0,83%	72,04%
2018	27,49%	10,61%	1,59%	59,14%
2019	27,03%	6,63%	1,43%	62,86%
2020	25,03%	5,48%	1,52%	65,69%
Rata-Rata	23,81%	7,31%	1,35%	65,39%

2. Effectiveness Analysis

The effectiveness analysis in this study describes the success of BUMD profits in achieving the targets set by the government. The high or low percentage of the resulting effectiveness describes the level of success in achieving the goals that have been set.

Table 8: Target and Realization BUMD's Profits of Kebumen Regency in 2016-2020

Year	Realization of Regional Owned Enterprises (BUMD) Profits			Regional Owned Enterprises (BUMD) Profit Revenue Target		
	PD BPR Bank Kebumen	PD Apotek Luk Ulo Kebumen	PDAM Tirta Bumi Sentosa	PD BPR Bank Kebumen	PD Apotek Luk Ulo Kebumen	PDAM Tirta Bumi Sentosa
2016	1.980.764.659	121.204.745	1.718.371.688	2.688.113.485	215.112.658	1.450.439.1
2017	1.417.630.595	182.044.141	2.103.298.926	2.009.466.534	180.895.396	1.925.405.1
2018	2.047.021.538	236.989.327	3.325.570.565	1.978.425.284	217.027.126	3.002.897.1
2019	2.527.417.840	267.044.972	3.046.084.424	2.207.153.179	264.723.631	2.925.614.1
2020	2.476.829.130	311.357.482	3.378.305.945	2.531.400.715	300.250.000	3.086.057.1

Table 8 shows that PD BPR Bank Kebumen had a percentage of profit effectiveness in 2016 of 73.69%, then decreased in 2017 to 70.55%, then increased again in 2018 to 103.47%, continued to rise in 2019 to 114.51%, and decreased in 2020 to 97.84%.

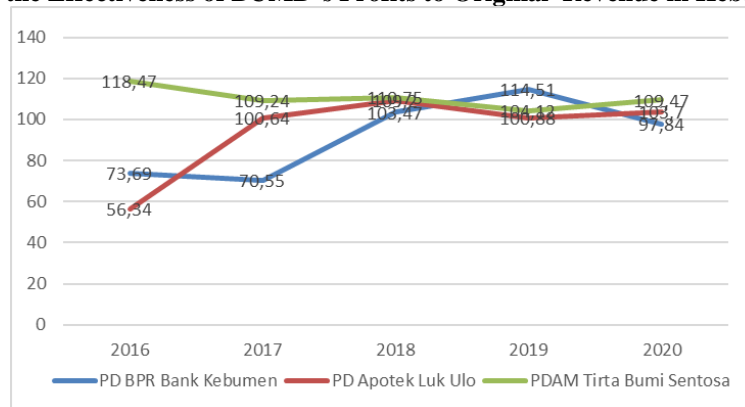
For PD Apotek Lukulo Kebumen, the percentage of profit effectiveness in 2016 was 56.34%, then increased to 100.64% in 2017, increased in 2018 to 109.2%, and again decreased to 100.88% in 2017. in 2019, and for 2020, it increased to 103.7% in 2020.

Furthermore, PDAM Tirta Bumi Sentosa had a profit effectiveness percentage in 2016 of 118.47%, and in 2017, it decreased to 109.24%, again increased to 110.75% in 2018, and decreased again in 2019 to 104.12%, and rose again to 109.47% in 2020. Here is the Percentage of Profit Effectiveness of Each BUMD per Year to Original Revenue in 2016-2020.

Table 9. Percentage of Profit Effectiveness of Each BUMD per Year to Original Revenue in 2016-2020

Regional Owned Enterprises (BUMD)	Effectiveness (%)				
	2016	2017	2018	2019	2020
PD BPR Bank Kebumen	73,69	70,55	103,47	114,51	97,84
PD Apotek Luk Ulo Kebumen	56,34	100,64	109,2	100,88	103,7
PDAM Tirta Bumi Sentosa	118,47	109,24	110,75	104,12	109,47

To further explain the decrease and increase in the effectiveness of each BUMD's profit receipts towards PAD in Kebumen Regency, it can be seen in the following graph:

Figure 2. Graph of the Effectiveness of BUMD's Profits to Original Revenue in Kebumen Regency in 2016-2020

From the graph above, it can be seen that for PD BPR Bank Kebumen, there is an increase and a decrease in the effectiveness of profits to the PAD of Kebumen Regency, which fluctuates or changes every year. When interviewed, the

Director of PD BPR Bank explained why the 2016 and 2017 effectiveness values were in the less effective category or why the realization of profit receipts was far from the target set by the government. This is explained by informant A.1 as follows:

"This happens because of the estimated achievement of the target contribution to regional original income (PAD) that has been set by PD. BPR Bank Kebumen is very dependent on the achievement of its performance. If performance declines, it can be ascertained that the target contribution to regional original revenue will definitely not be achieved. In setting performance targets, especially in 2017, they did not consider the ability to resolve non-performing loans, so non-performing loans that were more than three (3) years old that should have been resolved in that year turned out to be PD BPR Bank Kebumen unable to complete them. Increasing costs causes the expected profit to not be achieved. This is what causes deviations between the planned target contribution of regional original income and its achievement. (10–11 a.m. on December 27, 2021) Then, the Director of PD BPR Bank Kebumen, when interviewed, also explained what factors caused the effectiveness value in 2020 to be included in the effective category (profit has not reached 100% of the target set by the government), even though the effectiveness value of the previous year, namely 2018 and 2019 had achieved or exceed the set targets.

This is explained by informant A.1 as follows:

"The main reason why the 2020 effectiveness value was not achieved was because the performance of PD BPR Bank Kebumen in 2020 decreased due to many bank debtors who had difficulty repaying loans as a result of the COVID-19 pandemic. The impact was more than the bank expected at the time of making its 2020 business plan. "(10–11 a.m. on December 27, 2021)

Meanwhile, the graph of PD Apotek Lukulo Kebumen also experienced an increase and decrease, which fluctuated or changed every year. The Director of Apotek Lukulo explained why the percentage value of the effectiveness of profit receipts in 2016 was only 56.34% and was included in the ineffective category, while the percentage value of the effectiveness of profit receipts in 2017 was up to 2020, which is above 100% and is in the very effective category. This is explained by informant B.1 as follows:

This happened because the previous director set a profit target for 2016 that was too high or not in line with the ability of the BUMD at that time." even though the profit receipts for 2015 experienced a loss. So when I started leading Apotek Lukulo around April 2016 and continued his performance with the condition of receiving a profit in 2015, which was at a loss, while the profit target for 2016 was too high or not in accordance with the ability of BUMD at that time, it made Apotek Lukulo in 2016 unable to afford it. Achieve the predetermined profit target. "(November 24, 2021, 13:00–14:00)

Then there are various efforts made by the Lukulo Pharmacy to increase the effectiveness of profit receipts.

This is explained by informant B.1 as follows:

"Lukulo Pharmacy makes various efforts to increase effectiveness, among others, by improving company management, making various kinds of breakthroughs, expanding the marketing area and marketing personnel, and improving service to customers." (November 24, 2021, 13:00–14:00)

Various kinds of efforts made by Lukulo Pharmacy turned out to be fruitful, as evidenced by the percentage of the effectiveness of profit receipts from 2017 to 2020 that was above 100% or included in the very effective category. This indicates that Lukulo Pharmacy, from 2017 to 2020, has had maximum performance so that it obtains a profit that is greater than or exceeds the target that has been previously set. This result is in accordance with Nurlaili's theory (in Fitriani et al., 2015), which states that the effectiveness ratio is included in the very effective category or is above 100%.

The last one is PDAM Tirta Bumi Sentosa Kebumen, which has a graph of profit effectiveness against PAD, which fluctuates or changes every year. According to the Director of PDAM, Tirta Bumi Sentosa explained why the percentage value of the effectiveness of profit receipts in 2016 to 2020 all fall into the category of very effective, or profit receipts reaching or even exceeding the previously set targets. This is explained by informant C.1 as

"Because PDAM Tirta Bumi Sentosa Kebumen in targeting profit revenue is always adjusted to the company's conditions and capabilities. So that the value of the effectiveness of PDAM's profit receipts, alhamdulillah for the years 2016 s.d. 2020, always achieves and even exceeds the previously set targets." (30 December 2021, 13.00-14.00)

BUMD, which has the highest average value of income effectiveness, is PDAM Tirta Bumi Sentosa, with an average value of 110.41% and is included in the very effective category. It is shown in Table 10.

Table 10. Percentage of the Average Profit Effectiveness of Each BUMD

BUMD	Effectiveness (%)					Average (%)	Criteria
	2016	2017	2018	2019	2020		
PD BPR Bank Kebumen	73,69	70,55	103,47	114,51	97,84	92,01	Effective
PD Apotek Luk Ulo Kebumen	56,34	100,64	109,2	100,88	103,7	94,15	Effective
PDAM Tirta Bumi Sentosa	118,47	109,24	110,75	104,12	109,47	110,41	Very Effective

This indicates that PDAM Tirta Bumi Sentosa has good performance and management so that it obtains a profit that is greater than the profit target set by the government of Kebumen Regency. PDAM Tirta Bumi Sentosa provides water, which is one of the sources of life. Water, which is one of the basic needs, is a major part of everyday life. For this reason, PDAM is very effective in helping the community so that it is not difficult to get clean, healthy water for drinking and for daily needs. Then followed by PD BPR Bank Kebumen with an average value of 92.01% and included in the effective category. PD Apotek Lukulo Kebumen, which gives the lowest effectiveness value with an average value of 94.15%, has an effective category as well.

3. Analysis of BUMD management

BUMD should be managed professionally and in accordance with the principles of good corporate governance and in accordance with the objectives of revitalizing BUMD. A BUMD management strategy is needed as an effort to maximize internal capabilities in taking existing opportunities and responding to external threats. After reducing the interview data, there are some problems:

1. Management that is still bureaucratic weakens the internal ability to concentrate on high-prospect businesses, weakens efforts to expand the market by retaining and finding new customers, and weakens the ability to develop new business techniques or strategies that can increase efficiency and reduce costs.
2. Corporate Strategic Planning. BUMD management has not optimally developed a core business that has sustainable prospects. When setting performance achievement targets, failed to account for the ability to resolve non-performing loans, resulting in increased costs and a failure to achieve the expected profit.

IV. CONCLUSION

Based on the results of the analysis of the contribution and effectiveness of BUMD profit receipts to PAD in Kebumen Regency in 2016-2020, we can conclude as follows:

1. The results of the analysis of the profit contribution of Regional Owned business entities (BUMD) to Regional Original Income (PAD) in Kebumen Regency in 2016-2020, stated that PDAM Tirta Bumi Sentosa with an average is 0.718%, followed by PD BPR Bank and Apotek Lukulo. All of the levels of poor or low contributions because of the collectibility of more than 3 (three) years and a decrease in the contribution of profit receipts in 2020 due to the performance of PD BPR Bank Kebumen affected by the effects of the COVID pandemic. 19, which caused most of the debtors to have difficulty in paying credit installments. PD Apotek Lukulo Kebumen gave the lowest contribution, with an average value of 0.058%, and was included in the very poor category as well. This is due to the small amount of capital provided by the regional government to the Lukulo Pharmacy compared to other BUMDs in Kebumen Regency.
2. The results of the analysis of the effectiveness of revenue receipts for Regional Owned Enterprises (BUMD) on Regional Original Income (PAD) in Kebumen Regency in 2016-2020 stated that the BUMD which has the highest average value of profit revenue effectiveness is PDAM Tirta Bumi Sentosa with an average value of 110.41%. It is included in the very effective category. Then, followed by PD BPR Bank Kebumen with an average value of 92.01% in the effective category. PD Apotek Lukulo Kebumen, which gives the lowest effectiveness value with an average value of 90.80%, is included in the effective category as well. In addition, the government of Kebumen Regency is expected to be able to add profit-oriented businesses such as large-scale trading companies, for example, retail stores and supermarkets which have not previously been managed by the Kebumen Regency government. So that, in this way, it is expected to increase the revenue of BUMD profits.
3. The solutions to improve contribution are internal management making decisions to be adaptive according to needs, responding wisely to external threats by paying attention to improving the quality of products and services, upskilling employees, and focusing on developing businesses to maintain the sustainability of BUMD's business.

A) Limitation

There are several limitations that can be stated from the results of the study, namely as follows:

1. The period covered in this research only used 5 years, namely 2016-2020. It is hoped that better analysis results can be obtained if a longer period is used.
2. In this study, only 3 BUMDs out of 7 BUMDs were used in Kebumen Regency. This is because the 3 BUMDs are all owned by Kebumen Regency. Meanwhile, the other 4 BUMDs share jointly with other regencies/cities in Central Java, so researchers have limitations and difficulties in obtaining data.

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