



**THE EFFECTIVENESS OF LOKTUAN PUBLIC PORT MANAGEMENT AND DEVELOPMENT IN INCREASING BONTANG CITY'S ORIGINAL REGIONAL REVENUE (PAD)**

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***Abstract***

*This study aims to determine the effectiveness of the management and development of the Loktuan public port in order to increase the Bontang City's Original Regional Revenue (PAD). This research uses descriptive qualitative research method. The types of data used are primary and secondary data, the instruments in this study are observation, interviews and documentation, using Miles and Huberman's theoretical analysis techniques. The results showed that the policy of the Bontang City Government as the owner of Loktuan Public Port Assets influenced the management and development of Loktuan Public Port. The role of the Bontang City Government and PT. Pelindo IV (Persero) in increasing Regional Original Revenue from the port sector, by cooperating in the use of port facilities for port services. Loktuan Public Port Management in collaboration with PT. Pelindo IV (Persero) is very effective in increasing Bontang City's Original Revenue from the Port sector. With increasing port operational activities every year, the development of the Loktuan Public port is very effective to be developed through effective cooperation so as to increase Bontang City's Original Revenue from the port sector.*

**Keywords:** Management, Development, Port, PAD

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**INTRODUCTION**

Transportation development is directed to bridge the gap between regions and encourage equitable distribution of development outcomes. Sea transportation plays an important role in smooth trade because it has a high economic value, among others, a lot of carrying capacity, and relatively cheap costs. To support trade and cargo traffic, the port was created as a node point for the transfer of cargo of goods where ships can dock, lean, unload goods, and forward to other areas (Soedjono, 1985).

Loktuan General Port of Bontang City is a port owned by the Bontang City Government whose management is in cooperation with PT. Pelabuhan Indonesia IV (Persero) since 2014 for 2 (two) years continued to extend in 2016 to 2021 Cooperation Agreement between PT. Pelabuhan Indonesia IV (Persero) with the Bontang City Government on Cooperation in the Utilization of Port Facilities for Port Services by PT. Port of Indonesia IV (Persero) at Loktuan General Port, Bontang City, East Kalimantan Province, Number : 188.6/64/HUK, Number : 20/HK.301/9/DUT-2016. Revenue Share for the bontang city government contained in Article 8 revenue sharing of the partie paragraph (2) consists of fixed contributions, profit sharing, and levy on the benefits.

Through the port, the sector is expected to increase the Original Income of

the Bontang City Area. Revenue from the port sector is expected to be one of the sources of income that has the potential to contribute to improving pad Kota Bontang. There is also a percentage of the contribution of public port revenue as follows:

**Table 1.** Percentage of Fixed Contributions, Revenue Sharing & Levy on Local Original Income (PAD) of Bontang City Fiscal Year 2015-2020

Year	Fixed contributions, Revenue Sharing and Levy (Rp)	Local Native Income (PAD) (Rp)	Contribution (%)
2015	1,107,880,343.50	142,424,670,015.36	0.778
2016	2,050,884,787.00	170,138,156,101.19	1.205
2017	1,468,099,569.00	169,077,548,653.40	0.868
2018	2,341,137,862.00	199,483,395,952.57	1.174
2019	3,192,852,254.00	218.743.530.945,38	1.460
2020	1,910,498,670.00	198,823,800,090.40	0.961

Source: Department of Transportation & Bappeda Kota Bontang (Processed in 2012)

From table 1 Percentage of Profit-Sharing Contribution and Levy on Local Revenue (PAD) of Bontang City each year experienced a fluctuating increase, we can see in 2018 the contribution of profit sharing and levy on local revenue (PAD) of Bontang City amounted to 1,174% of PAD generated. There is also a revenue component of port services at Loktuan General Port that are generated including Mooring Services, Dock Service Services, Stacking Services, Loading and Unloading Services, Port Service, PBM Service, Water Service, Electrical Service Service, Other Service Service. Ship Visits and

Passenger Numbers at Loktuan General Port of Bontang City in 2018 namely Freight 200 Call, Passenger Ship 209 Call, Passengers down 35,349 people, and passengers up 33,957 people. It is known that the length of the pier is 105 M, the dimensions of the existing pier have a service power capacity for ships up to 1,000 DWT or 2,000 GRT.

## **THEORITICAL REVIEW**

### **Previous Research**

There are several studies on the effectiveness, ports, Local Original Income (PAD) has been conducted by various researchers before with different timeframes, analysis models, and results so that there is an actual comparison. References to previous research come from various journals or previous thesis studies as follows:

First, Gunawan (2018) the bound variable is the Regional Original Income (PAD) with the variable free of Regional Tax Effectiveness, Effectiveness of The Regional Levy. The method used is Multiple Linear Regression. The results showed that (1) The effectiveness of local tax revenues during 2011-2015 was classified as very effective. (2) The effectiveness of regional levy receipts in the period 2011-2015 is at a fairly effective level. (3) The effectiveness of local taxes has a significant influence on Local Original Income (PAD) with sig value.  $0,001 < 0,05$ . (4) The effectiveness of local taxes has a significant influence on the Original Income of the Region with a sig value.  $0,000 < 0,05$ .

Second, Malisan (2017) 28 variables are divided into 3 service attributes, namely infrastructure and human resources. The method used is Importance Performance Analysis (IPA). The results of the analysis showed that there is a gap that needs improvement to these three attributes. It is necessary to pay attention to the management/leadership of Tarakan Port to prepare all its ranks, improve the capacity and performance of facilities and improve weaknesses found systematically and sustainably in order to be able to face competition and can reduce logistic costs that in Indonesia are still high.

Third, Tresnawati & Putri (2017) the method used is Deskriptif Analysis, which is a way of collecting, compiling, and clarifying data so as to get a clear enough picture of the problem at hand, then a conclusion will be drawn by the author to collect the necessary data. The results showed that the effectiveness rate of the regional levy itself fluctuated wherein 2011 it got 98.07%, 2012 got 110.5%, 2013 got 114.57%, 2014 got 75.62% and in 2015 it got 60.41%.

### **Concept of Effectiveness**

Effectiveness is a measure of the success of an organization in achieving its goals. If an organization succeeds in achieving its goals, it is said to have run effectively. Effectiveness does not state how much it has cost to achieve that goal. Effectiveness simply

looks at whether the program or activity has achieved a predetermined goal.

According to Mardiasmo (2009) mentions that effectiveness is as follows:

"Effectiveness describes the level of achievement of program results with set targets. Simply put, effectiveness is the comparison of outcomes with outputs (targets)."

According to Halim (2008) the formula of calculation of the effectiveness ratio is division of realized value by target multiplied by 100%. In the calculation of effectiveness if it is achieved at least one or 100% then the better the effectiveness ratio means the more effective. Similarly, the smaller the percentage of effectiveness the less effective it is Halim (2008). The criteria used to assess the effectiveness of tax collection or retribution in more detail are used kepmendagri criteria No.690.900.327 of 1996 on guidelines for the assessment of effectiveness criteria as follows:

**Table 2.** Inaction of Effectiveness Criteria

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

Source: Kemendagri No. 690 900.327 Year 1996

A country's population is an important indicator. According to Adam Smith's classical economists, population is a potential input

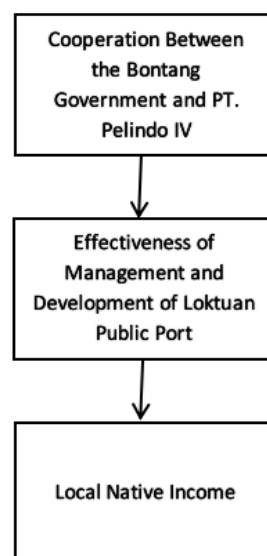
that can be used as a factor of production to increase the output of a company's household.

The more people there are, the more labor there is. Because the population continues to grow, there is a great deal that must be proclaimed in order to overcome the situation of an increasing population.

### Research Conceptual Framework

Based on the background, problem formulation and theoretical basis described in the previous chapter, the conceptual framework in this study is as follows:

This research began with a collaboration between the Bontang city government and PT. Pelindo IV (persero) on the management and development of Loktuan General Port. This research will examine whether the management and development of Loktuan Port are carried out in cooperation with the Bontang City Government with PT. Pelindo IV (Persero) has been effective or not in supporting the increase in Bontang City Original Income.



**Figure 1.** Conceptual Research Framework

**RESEARCH METHODS**

This research is based on realities or events that take place in the field. While the method in this study uses descriptive methods. The descriptive method is a method of examining the identity of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present. The purpose of this descriptive research is to create a description, a systematic, factual, and accurate description of the facts, properties, and relationships between the phenomena investigated.

The qualitative research method was chosen because the author wanted to get a description of the effectiveness of the management and development of Loktuan General Port in increasing The Bontang City's Regional Original Income (PAD).

**Data analysis method**

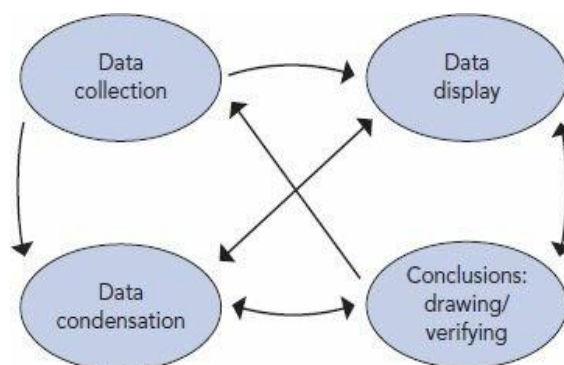
The data analysis method used in this study is descriptive. Descriptive analysis is done by collecting, classifying data, interpreting data, and describing data to provide an objective picture of the problems that have been analyzed through interviews and observations.

The instruments in this study are observation, interview, and documentation. The research subject is an informant, which means people in the research background are used to provide information about the

situation and conditions of the research background.

Qualitative Data Analysis as three concurrent activity streams namely (1) data condensation, (2) data display, and (3) withdrawal/verification of conclusions.

According to Milles and Huberman, the analysis of the data organized on the site confirms that the columns in a time matrix are arranged with a time, in the arrangement of stages, so that it can be seen when certain symptoms occur. The basic principle is chronology. The following stages in the analysis of organized data, First, building a presentation, at this stage the easy way to move forward is to break down innovation into special components or aspects, using this as a matrix line. Matrix columns are periods, from initial use to later use. If there is a change in the component during that period, we can include a brief description of that change (Miles and Huberman, 2007: 173-174).



**Figure 2.** Data Analysis Component: Inactive Model

## RESULTS AND DISCUSSION

This chapter discusses the results of data and fact analysis in the field and is adjusted to the theory used. In analyzing the data presented in the previous chapter, we used qualitative descriptive analysis according to Miles and Huberman's theory to describe and describe the focus of the study.

This research began with a collaboration between the Bontang City Government and PT. Pelindo IV (Persero) on cooperation in the utilization of port facilities for port services. This research will examine whether the management and development of loktuan public ports are carried out in collaboration with the Bontang City Government with PT. Pelindo IV (Persero) has been effective or not in supporting the increase in the original transportation of the Bontang City area from the port sector. Analysis of data from observations at the Loktuan General Port, researchers can make a summary that in these observation researchers get the cores that are directly related to the research being conducted. From the observations on the field of PT. Pelindo IV (Persero) Bontang Branch as a Port Operator, in cooperation with the Bontang City Government in the management of Loktuan General Port of goods operational activities as well as embarkation and demarcation from/to the port is under the SOP. Loktuan General Port does not yet have a port management

stacking field even though overall it has been effective.

From the analysis of documentation data at Loktuan Public Port, researchers can make a summary that in the operational report of Loktuan Public Port activities in 2016 - 2019 has increased every year, in 2020 this decrease is due to the Covid-19 pandemic so that the temporary closure of Loktuan General Port for passenger ships.

### **Effectiveness of Loktuan Public Port Management in Increasing Bontang City Area's Original Revenue**

Regional Native Income (PAD) is a source of local revenue that is originally dug in the area, which is used for the basic capital of local governments in financing development and local efforts to minimize the dependence of funds from the central government.

In an effort to create regional independence, Regional Original Income (PAD) becomes a very important factor, where PAD will be a source of funds from the region because each region is required to increase PAD to finance its own household affairs. The law that regulates local government affairs as well as a financial balance between the center and the region, establishes taxes and local levies to be one of the sources of revenue that comes from within the region and can be developed in accordance with the conditions of each region.

For that how effective the management and development of Loktuan General Port in increasing Regional Original

Income (PAD) of Bontang City, there is also a description of the discussion as follows:

a. Effective Cooperation

Loktuan Port was built by the Bontang City Government using funding sources from APBD in 2003 and began operations in 2012 where at the beginning of the operation of Loktuan Port has served fast ships crossing from Bontang to Parepare and serves general cargo and people's shipping activities. Bontang City Government in 2013 through the Bontang City Transportation Office together with the Bontang City Port Operation Acceleration Team through the auction mechanism or through assignment with the terms and conditions stipulated in PP No. 64/2015 on Port.

Management of Loktuan Public Port which has been cooperated by the Bontang City Government with PT. Pelindo IV (Persero), as the description of interviews with several informants, that PT. Pelindo IV (Persero) as a port operator in port activities is needed to increase Regional Original Income from the Port Sector, and optimize sectors that allow for the source of Bontang City Original income from the cooperation sector, in order to be more effective, the policy of the Bontang City Government is very influential on the growth of economic, trade and industrial activities from its area of influence. As part of the port transportation system plays an important role in the economy. Fully granting the management authority of Plum

Loktuan to PT. Pelindo IV (Persero) as a port operator to maximize the potential in more professional port management.

b. Increased Operational Activities

The port became an important means to connect between islands and between countries and the economic development of the region. The large role of ports in Indonesia is reflected in port activities to support international and domestic trade nationally on a very large scale.

Bontang City Government together with PT. Pelabuhan Indonesia IV (Persero) signed the Loktuan Bontang General Port Management Cooperation Agreement Number: 188.6/64/HUK and Number 20/HK.301/9/DUT-2016 dated December 21, 2016. The regulation explains that the operation of Loktuan General Port of Bontang City every year ship visits are increasing both passenger and cargo ships and loading and unloading activities to and from Loktuan General Port. Seeing this development as a new public port in operation for ± six years.

Realization of the operational activities of Loktuan General Port based on data from PT. Pelindo IV (Persero) as follows:

1. Ship Traffic

In the implementation of cooperation in 2016 to 2020, in total there was an increase in ship visit activities by 9.55% wherein in 2016 the realization of ship visits amounted to 315 calls to as many as 497 calls in 2020. The increase in ship visits was dominated by a 16%

increase in container ships and passenger ships by 7.47%.

## 2. Traffic Goods

The same thing happened to the increase in the flow of goods where in total there was an increase of 15.71% wherein 2016 the realization of goods flow amounted to 140,740 T / M<sup>3</sup> to as much as 291,881 T / M<sup>3</sup> in 2020. The increase in the flow of goods is dominated by the basic needs and consumption of the community where the flow of loading and unloading general cargo.

## 3. Container Traffic

For container traffic, during the cooperation period of 2016 to 2020, there was a significant increase where in total there was an increase of 21.87% wherein 2016 the realization of container flows amounted to 3,285 boxes to as many as 8,832 boxes in 2020.

## 4. Passenger Traffic

For passenger debarkation and embarkation, there was also a significant increase in 2016 to 2019 wherein total there was an increase of 11.36% wherein 2016 the realization of passenger flow as many as 52,535 people to as many as 89,979 people in 2019 but in 2020 decreased to 22,220 due to the covid-19 pandemic.

Based on the description of the realization of the operational activities of the Loktuan General Port, that the management of the Loktuan General Port with facilities and services cooperated by both parties has been effective if referring to the realization of the

operational activities of Loktuan General Port and the realization of contributions are increasing every year but since entering the Covid-19 pandemic which resulted in the closure of passenger ship activities from March 2019 to the end of March 2021, thus affecting the decline of PAD from the 2019 port sector of Rp.3,192,852,254,-

## c. Port Operational Service Performance Standards

Based on the results of interviews from several informants can be concluded that PT. Pelindo IV (Persero) Bontang Branch as a port operator of service quality under the SOP that has been established because the quality of service is very related and affects customer satisfaction. Good service quality can improve the satisfaction of port service users to provide a positive image for the public port of loktuan and also improve the BONTANG City PAD from the port sector. This has been realized in putting forward the principles of Zero Accident, Zero Waiting Time, Zero Complain.

To support effective activities at Loktuan General Port, KSOP Class II Bontang regulates, controls, and supervisors of port activities, shipping safety and security, and the provision and/or service of port services.

## **Development of Loktuan Public Port in Increasing Bontang City Area's Original Income**

Development in addition to being aimed at economic growth also improves the quality of life of the community. Successor



failure in achieving development goals is greatly influenced by how the government runs governance.

One of the efforts of good governance is the establishment of regional autonomy policies and reforming regulations in the field of financial management that is results-oriented or performance-oriented and based on the principles of good financial management as well.

Port is one of the transportation links that support the wheels of the country's economy or an area where the port is located. Industry, mining, agriculture, and trade generally require transportation services including port services. Therefore, the development of a port is not only for the benefit of the port, but will also affect various sectors supported, especially for the economic development of an area where the center of consumer goods production can be marketed quickly and smoothly. In addition, the port economy has a positive impact on the development of isolated areas, especially aquatic areas where accessibility by land is difficult to do well.

Bontang City Government with PT. Pelindo IV (Persero) has currently conducted a Memorandum of Understanding on Cooperation on the development and utilization of Loktuan Port, developed to increase the original regional revenue from the port sector. To support the activities of Loktuan General Port, especially for the

service of imported export-numbered freighters, it is necessary to have a Container Terminal.

From the interview, that the development of Loktuan General Port of Bontang City, that with the increasing productivity of the flow of ship visits and loading and unloading activities of goods and passengers from/to the General Port of Loktuan, Bontang City Government to immediately accelerate and fully support the synchronization of the development process and development of competitive port infrastructure to open jobs for the surrounding community with the opportunity to strive (MSMEs) and increase the Original Income of Bontang City Area from the Port sector so that it can have a real effect on the economy of Bontang City. For the sake of the progress of Bontang City, considering the fiscal capacity of Bontang City which is still very small and still very dependent on the distribution of balance funds from the center.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

Based on the results of analysis and discussion on the Effectiveness of Loktuan Public Port Management and Development in Increasing The original Income of Bontang City Area as follows:

Management of Loktuan Public Port in collaboration with PT. Pelindo IV (Persero) is very effective in increasing the Original Income of Bontang City Area from the Port

sector. Thus, the policy direction of the Bontang City Government as the owner of the Loktuan General Port Asset affects the effectiveness of the management and development of Loktuan Public Port in improving PAD from the port sector and economic growth in Bontang City.

Increasing the operational activities of the port every year, the development of Loktuan General port is very effective to be developed through effective cooperation to increase the Original Income of Bontang City Area from the port sector.

### **Suggestion**

Based on the results of analysis and discussion and also the conclusions that have been explained earlier, then here are some suggestions as a reference for improvement or consideration of the results of the study as well as the following suggestions submitted in the study:

1. Bontang New port is the answer to the Original Income of the Bontang City Area from the Port Sector. Therefore, it is an inevitability that the management of Bontang New Port in the future be handled by operators who are experts in their fields, thus the cooperation scenario that is built is a win-win solution and contributes to pad Kota Bontang.
2. It is necessary to immediately take accelerated measures for the implementation of the Memorandum of Understanding on the Development of Loktuan General Port to further provide increased pad revenue from

cooperation in the utilization of the area's wealth in the future.

3. Bontang City Government needs to submit the addition of passenger ship shipping routes to the Ministry of Transportation of the Republic of Indonesia.
4. Plum Loktuan development plan is very effective to support the activities of Loktuan General Port, especially for the service of import export-numbered goods vessels that urgently need a Container Terminal in improving port services that can increase the original income of the Bontang City area.
5. For further researchers, it can make this research as a reference in conducting the same research, it's just necessary to add or develop the focus of the research so that the expected results such as the government's efforts in improving pad bontang city from the port sector.

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