

# Strategic Operational Management in Regional Development: Analyzing the Efficiency and Effectiveness of Public Fiscal Policies in Banyumas, Indonesia

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## Abstract:

This research examines the strategic operational management of public fiscal policies and their impact on regional development in Banyumas, Indonesia. By analyzing the efficiency and effectiveness of the Regional Revenue and Expenditure Budget (RPP) and its influence on the Gross Regional Domestic Product (PDRB), this study aims to identify key strategic factors that enhance regional economic performance. Utilizing advanced statistical models and operational efficiency metrics, the study provides a comprehensive evaluation of how strategic fiscal management can drive sustainable regional growth. Operational management and strategic planning play pivotal roles in determining the efficiency and effectiveness of public fiscal policies, particularly in the context of regional development. This research seeks to investigate these dynamics within the Banyumas region of Indonesia, focusing on how strategic operational management of the Regional Revenue and Expenditure Budget (RPP) influences economic growth as measured by the Gross Regional Domestic Product (PDRB).

**Keywords:** Strategic operational management, Regional Revenue and Expenditure Budget (RPP), Gross Regional Domestic Product (PDRB), Economic performance, Operational efficiency, Strategic planning

## 1. Introduction

### 1.1 Importance of Operational Management in Public Sector

Operational management in the public sector focuses on the optimal allocation and utilization of resources to achieve public goals and provide services to the community. Efficient operational management enhances the effectiveness of fiscal policies, which in turn drives regional economic growth. Efficient management and optimal allocation of water resources in arid regions, using socio-economic models, significantly enhance regional socio-economic efficiency (Habibi Davijani et al., 2016). A study on the regional allocation of financial resources in public health demonstrated that optimal allocation strategies could improve life expectancy and overall economic utility (Rawabdeh & Khassawneh, 2018). Research shows that the efficient allocation of budgetary funds in public sectors significantly enhances operational efficiency, contributing to economic growth and community welfare (Cubi-Molla et al., 2021).

Studies in Central Java, Indonesia, revealed that effective capital expenditure allocation by local governments positively impacts economic growth and regional income (Nasution et al., 2023). Strategic planning in public administration, which involves setting goals, determining actions, and mobilizing resources, is essential for achieving economic development and operational efficiency (Review & Henry Mintzberg, 1994). Efficient operational management and strategic planning in the public sector are crucial for the optimal allocation of resources and enhancing the effectiveness of fiscal policies, ultimately driving regional economic growth.

### 1.2 Fiscal Policies and Economic Growth

Fiscal policies, encompassing government spending and taxation, are instrumental in influencing economic activity. Efficient fiscal management ensures that public funds are utilized effectively to stimulate economic growth, reduce poverty, and enhance the overall quality of life. Studies have shown that government spending can significantly impact economic growth. For instance, fiscal policies that involve strategic government spending and effective taxation have been found to drive economic growth and improve public welfare (Brons et al., 1999).

Additionally, fiscal policies in developed countries, which include measures like infrastructure investment and tax reductions, play a crucial role in stabilizing economies and promoting development (Zainal, 2010). In the context of Banyumas, the Regional Planning Program (RPP) represents the fiscal blueprint that guides public spending and resource allocation. This research examines the strategic operational management of the RPP, aiming to identify the key factors that contribute to its efficiency and effectiveness in promoting economic growth.

### **1.3 Challenges in Regional Fiscal Management**

Managing regional budgets poses unique challenges, including ensuring equitable distribution of resources, maintaining fiscal discipline, and achieving desired economic outcomes. The regional fiscal management must balance between immediate public needs and long-term economic goals (Afonso & Sousa-Leite, 2019). This balance is critical in regions like Banyumas, where economic disparities can be pronounced, and effective fiscal policies are essential for inclusive growth.

To assess the impact of strategic operational management on economic growth, this research employs a mixed-methods approach. Quantitative analysis using ARIMA models will be complemented by qualitative insights from policy analysis. This combination allows for a comprehensive evaluation of both the efficiency and effectiveness of fiscal policies.

ARIMA models, on the other hand, help in forecasting future economic trends based on current and historical data. These methodologies are well-established in economic research, providing robust analytical frameworks for this study.

A substantial body of literature underpins this research, drawing from studies on fiscal policy, operational management, and regional economic development. The public finance theory provides a foundational understanding of how government spending impacts economic activity (Desmarais-Tremblay & Johnson, 2019). Additionally, the study by (Tanzi & Zee, 2000) offers insights into the fiscal policy design and its implications for regional economies.

This research also draws on the theoretical framework of New Public Management (NPM), which advocates for efficiency, effectiveness, and performance measurement in the public sector. NPM emphasizes the use of private-sector management practices in the public sector to improve service delivery and achieve better outcomes.

The significance of this research lies in its potential to provide actionable insights for policymakers in Banyumas and similar regions. By identifying the key factors that enhance the efficiency and effectiveness of fiscal policies, the study aims to contribute to the formulation of strategies that drive sustainable regional economic growth.

Moreover, this research adds to the academic discourse on operational management and public finance, offering empirical evidence on the relationship between strategic fiscal management and economic development. The findings are expected to inform both theory and practice, highlighting best practices and areas for improvement in regional fiscal management.

this research addresses a critical aspect of regional development by examining the strategic operational management of public fiscal policies in Banyumas, Indonesia. Through a rigorous methodological approach and comprehensive analysis, the study aims to uncover the dynamics that drive economic growth and provide valuable recommendations for policymakers. The integration of operational management principles

with fiscal policy analysis offers a novel perspective on enhancing regional economic performance, making this research relevant and impactful.

## **2. Literature Review**

The effective management of public fiscal policies is essential for regional economic development. This literature review explores the interplay between operational management, fiscal policies, and regional economic growth. It draws on recent studies and theoretical frameworks to provide a comprehensive understanding of how strategic operational management can enhance the efficiency and effectiveness of public spending, with a focus on the Banyumas region in Indonesia.

### **2.1 Fiscal Policies and Economic Growth**

Fiscal policies, which include government spending and taxation, are critical tools for influencing economic activity. Numerous studies have highlighted the significant impact of fiscal policies on economic growth. The government spending could have substantial multiplier effects on the economy, particularly in regions with limited private sector activity (Alamanda, 2020). Their research indicated that strategic fiscal policies could stimulate economic growth by increasing aggregate demand and investing in public infrastructure.

Moreover, examined the macroeconomic effects of fiscal policies in Portugal using a Bayesian Structural Vector Autoregression (SVAR) analysis (Afonso & Sousa-Leite, 2019). They found that fiscal consolidation measures, when implemented strategically, could enhance economic stability and growth. These findings are relevant for regions like Banyumas, where effective fiscal management is crucial for sustainable development.

### **2.2 Operational Management in the Public Sector**

Operational management involves optimizing resources and processes to achieve organizational goals efficiently. In the public sector, this translates to the effective administration of fiscal policies to maximize public welfare. New Public Management (NPM) principles advocate for the adoption of private-sector management practices in the public sector to improve efficiency and service delivery (Hadi Mousavi, 2020). NPM emphasizes performance measurement, accountability, and results-oriented management, which are critical for effective fiscal management.

Provided a theoretical framework for understanding public finance, emphasizing the importance of efficient resource allocation in achieving economic objectives (Desmarais-Tremblay & Johnson, 2019). They argued that fiscal policies should be designed to optimize the use of public funds, ensuring that expenditures generate the maximum possible economic and social benefits.

### **2.3 The Role of Major Corporations in Regional Economic Development**

Large multinational corporations, such as Unilever, play a significant role in the economic development of regions where they operate. Their strategic investments, operational efficiency, and market influence can significantly impact local economies. The presence of such corporations can lead to increased employment, improved infrastructure, and enhanced economic stability (Allen et al., 2018).

Large multinational companies have an ability to introduce innovative technologies and business practices in the region of operation. This can assist in the development of local industrial sectors through knowledge and technology transfer, as well as improved quality and efficiency standards. Through partnerships with local governments and institutions, these companies can play an important role in sustainable development and poverty alleviation (Nugraha & Asyahidda, 2024).

### **2.4 Efficiency and Effectiveness of Fiscal Policies**

The efficiency and effectiveness of fiscal policies are key determinants of their impact on economic growth. Efficiency refers to the optimal use of resources to achieve desired outcomes, while effectiveness measures the extent to which these outcomes align with policy objectives. ARIMA models are effective tools for forecasting economic trends based on historical data. These models can help policymakers predict the future impact of current fiscal policies, allowing for more informed decision-making. The utility of ARIMA models in economic forecasting, highlighting their ability to provide accurate predictions in various contexts (Sinu et al., 2024).

## **2.5 Regional Development and Fiscal Management**

Regional development depends significantly on the strategic management of public finances. Effective fiscal policies can reduce regional disparities by promoting equitable resource distribution and stimulating economic activity in less developed areas. (Tanzi & Zee, 2000) discussed the challenges of designing fiscal policies for emerging markets, emphasizing the need for tailored approaches that consider regional specificities and developmental needs.

In the context of Indonesia, regional fiscal management faces unique challenges, including balancing immediate public needs with long-term economic goals. The effectiveness of fiscal decentralization in Indonesia, finding that decentralization had improved public service delivery and local economic development (Baidhowah, 2022). However, the study also highlighted the need for enhanced capacity building and better resource management practices at the regional level.

## **2.6 Strategic Operational Management in Banyumas**

The strategic operational management of the RPP in Banyumas involves setting clear goals, determining actions to achieve these goals, and mobilizing resources efficiently. The importance of strategic planning in public administration, arguing that well-defined strategies could enhance the effectiveness of public policies (Review & Henry Mintzberg, 1994). In Banyumas, this entails ensuring that fiscal policies are aligned with regional development objectives and that public funds are utilized efficiently.

Operational strategies in Banyumas should focus on improving the efficiency of public spending by adopting best practices from the private sector. This includes performance measurement, accountability, and continuous improvement processes. Adopting NPM principles can help public sector organizations achieve higher efficiency and better service delivery.

## **3. Research Methodology**

This research investigates the strategic operational management of public fiscal policies in Banyumas, Indonesia, focusing on the Regional Revenue and Expenditure Budget (RPP) and its impact on regional economic growth, as measured by the Gross Regional Domestic Product (PDRB). To achieve a comprehensive understanding, a mixed-methods approach will be utilized, combining quantitative and qualitative techniques to assess the efficiency and effectiveness of fiscal policies.

### **3.1 Research Design**

The study adopts a mixed-methods design, integrating both quantitative and qualitative methods to provide a holistic analysis. The quantitative component involves the use of Data ARIMA models, while the qualitative component includes policy analysis and stakeholder interviews. This approach ensures a thorough examination of the operational strategies and their outcomes.

### **3.2 Data Collection**

#### **1. Secondary Data:**

- a. **RPP Data:** Historical data on the Regional Revenue and Expenditure Budget (RPP) for Banyumas from 2017 to 2023 will be collected from government publications and official financial reports.
- b. **PDRB Data:** Gross Regional Domestic Product (PDRB) data for the same period will be sourced from the Indonesian Statistics Bureau (BPS) and other relevant governmental agencies.
- c. **Other Economic Indicators:** Additional economic indicators such as unemployment rates, poverty levels, and investment data will be collected to provide context and enhance the analysis.

## 2. Primary Data:

- a. **Stakeholder Interviews:** Semi-structured interviews will be conducted with key stakeholders, including local government officials, financial managers, and policy experts. These interviews aim to gather insights into the operational strategies, challenges, and best practices in fiscal management.

## 3.3 Data Analysis

### 1. Quantitative Analysis ARIMA Models

Auto-Regressive Integrated Moving Average (ARIMA) models will be used to forecast future economic trends based on historical data.

- a. **Model Selection:** The model parameters ( $p$ ,  $d$ ,  $q$ ) will be determined using ACF and PACF plots.
- b. **Model Fitting:** ARIMA models will be fitted to the time series data of PDRB.
- c. **Forecasting:** The models will generate forecasts for the next five years, providing insights into the potential impact of current fiscal policies.

### 2. Qualitative Analysis

- a. **Policy Analysis:** An in-depth analysis of existing fiscal policies and their implementation will be conducted. This includes reviewing policy documents, government reports, and other relevant literature to understand the strategic goals and operational approaches.
- b. **Thematic Analysis:** Interviews with stakeholders will be transcribed and analyzed using thematic analysis to identify key themes and patterns related to the effectiveness and challenges of fiscal management in Banyumas.

## 3.4 Validity and Reliability

To ensure the validity and reliability of the research findings, the following measures will be implemented:

- a. **Triangulation:** Combining multiple data sources and methods (quantitative and qualitative) to cross-verify the results.
- b. **Peer Review:** Engaging academic peers and experts in the review process to provide feedback and validate the methodologies and findings.
- c. **Pilot Testing:** Conducting pilot interviews to refine the interview guide and ensure the questions are clear and effective in eliciting relevant information.

## 3.5 Ethical Considerations

Ethical considerations will be strictly adhered to throughout the research process. This includes:

- a. **Informed Consent:** Obtaining informed consent from all interview participants, ensuring they understand the purpose of the study and their rights as participants.
- b. **Confidentiality:** Ensuring the confidentiality of participants by anonymizing their responses and securely storing the data.
- c. **Transparency:** Maintaining transparency in data collection and analysis processes, and accurately reporting the findings without bias.

### 3.6 Expected Outcomes

The research aims to provide:

- a. **Efficiency Analysis:** A detailed assessment of the efficiency of fiscal policies in Banyumas, identifying best practices and areas for improvement.
- b. **Forecasting Insights:** Accurate forecasts of economic trends based on current fiscal policies, helping policymakers anticipate future challenges and opportunities.
- c. **Strategic Recommendations:** Practical recommendations for enhancing the operational management of public fiscal policies to drive regional economic growth.

### 4. Result

The research was conducted using the python programming language with the implementation of several data modeling based on the research methodology. This research analyzes the revenue and revenue forecast of Unilever as one of the partners of the largest company that produces consumer goods and PBD analysis and forecast in Banyumas.

#### 4.1 Revenue and Forecast of Company Associates

The company's largest counterparty revenue in 2017-2023 consists of several subsidiaries that provide consumption products services. The data of subsidiaries in this analysis are 21 companies. The following are the results of the company's counterparty revenue analysis.

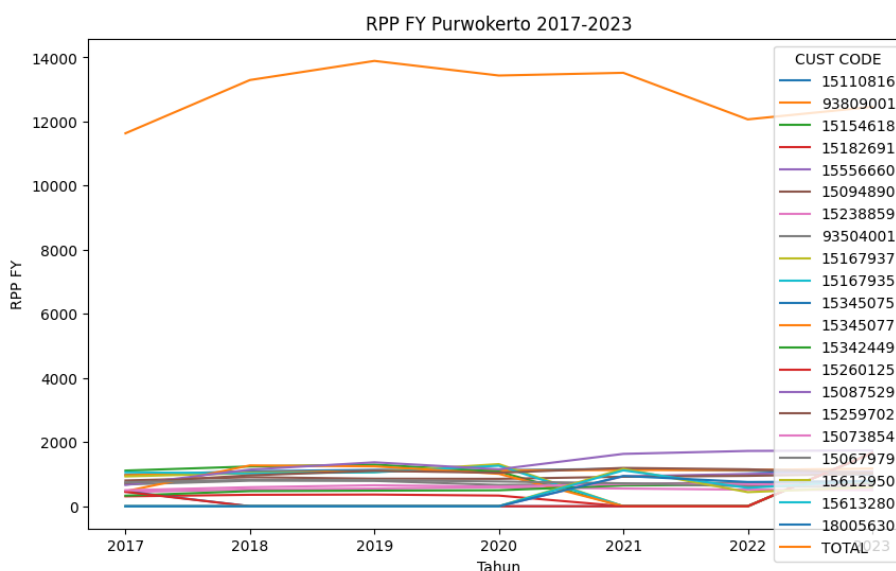
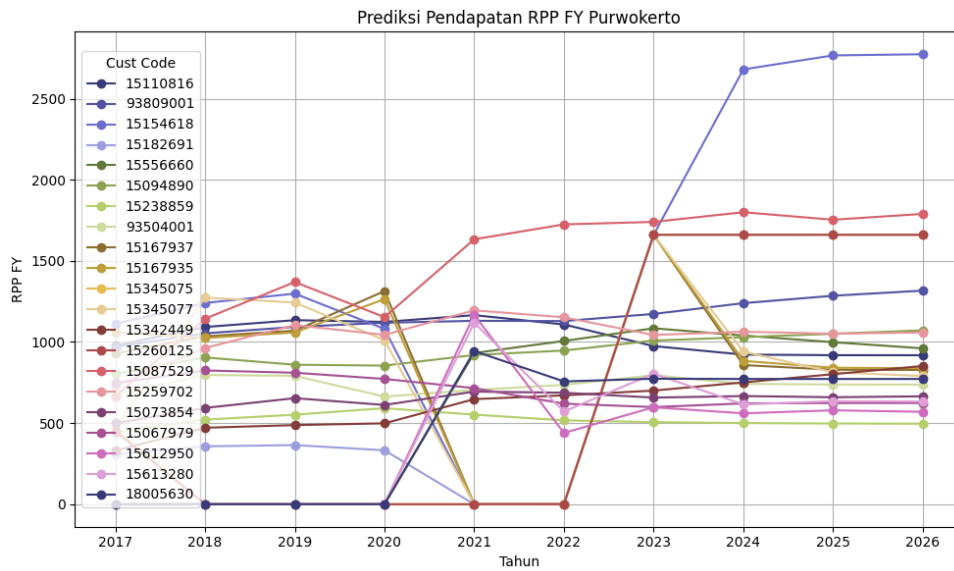


Figure 1. Company Associate Revenue 2017-2023

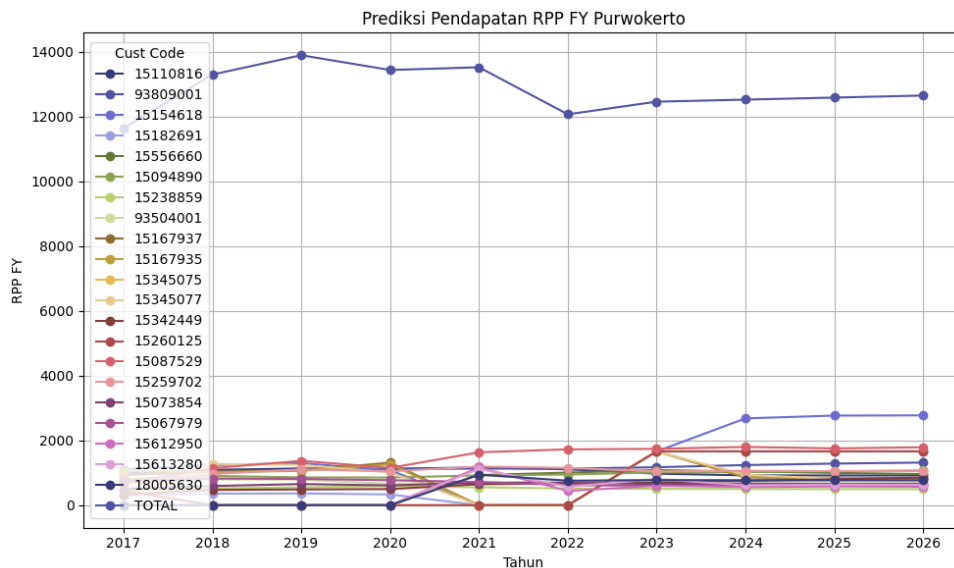
In Figure 1, presents the results of revenue analysis based on the value of RPP FY (company revenue) in the last 7 years. The Cust Code column shows the code of each subsidiary. In 2023, most of the data shows an increase, indicating positive growth in revenue over the 2017-2023 period. Although there are some declines, most of the data reflects developments that suggest improvements in performance or better economic conditions. The overall total revenue across all subsidiaries shows a dominant trend and increase in revenue. This proves that there is positive growth despite fluctuations in some years.

Revenue analysis is used to forecast future revenue. In this research, forecasting is done using the ARIMA model to predict RPP FY revenue in the next 3 years. The following are the results of the company's partner forecasts.



**Figure 2.** Company Associate Forecast 2024-2026

In Figure 2, the overall revenue forecast for 2024-2026 shows that most subsidiaries experience slow but steady revenue growth. Slow revenue growth can be caused by various factors. Therefore, each subsidiary is advised to evaluate strategies that can help increase revenue and operational efficiency in the future more significantly.



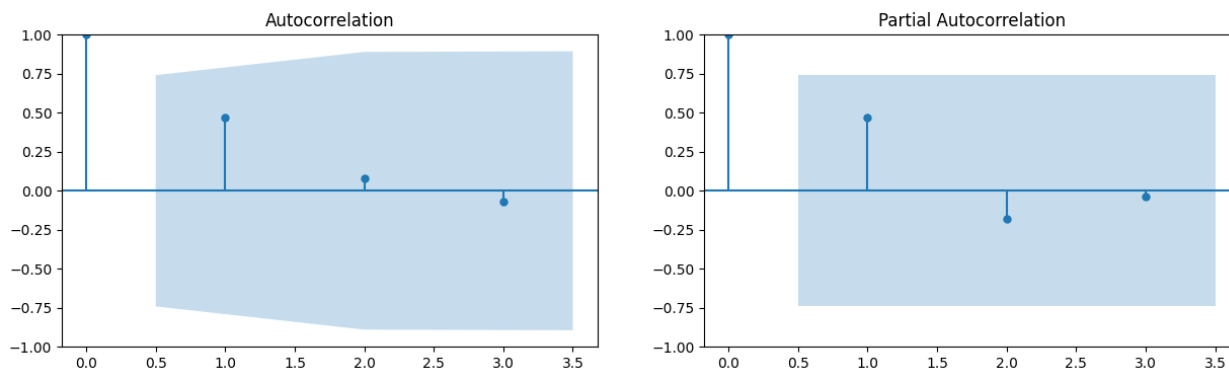
**Figure 3.** Company Associate and Total Forecast 2024-2026

Forecasts for the overall total in 2024-2026 have increased but not significantly. The results show an increasing trend, but this growth is moderate and not very significant. This can be seen from the sloping trend line on the graph.

#### 4.2 Revenue and Forecast of PDRB in Banyumas

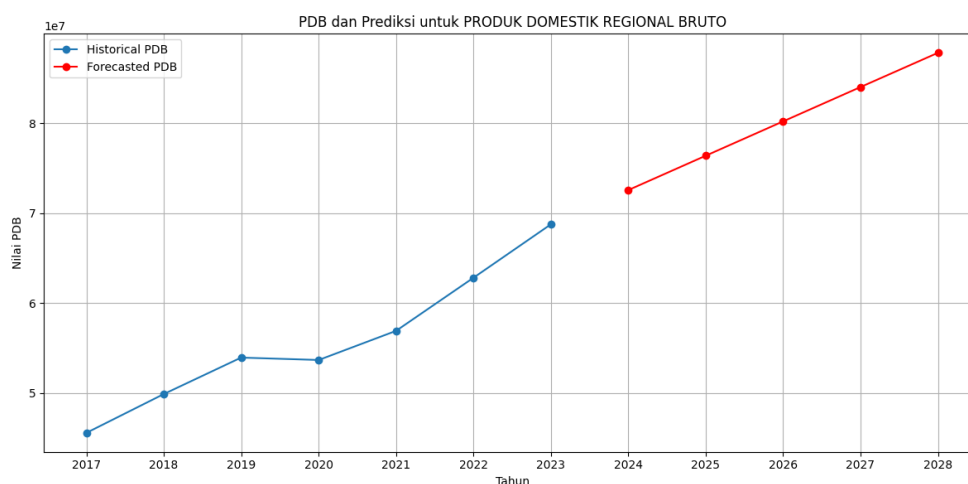
Determination of the results of the efficiency and effectiveness of the Regional Budget (RPP) and its effect on Gross Regional Domestic Product (PDRB) is done through revenue analysis and forecasting using the value of GDP in 2017-2023.

The first step is to analyze the autocorrelation (ACF) and partial autocorrelation (PACF). The analysis is carried out with the aim of identifying interrelated patterns, determining stationarity, and the right ARIMA model. ACF and PACF can facilitate in making accurate predictions and better dynamics of time series data. The following is a graph of the ACF and PACF analysis results.



**Figure 4.** ACF and PACF analysis results

In Figure 4, the autocorrelation (ACF) graph shows a rapid decline, which also supports the idea that there is not much correlation after lag 1. While the partial autocorrelation (PACF) graph shows a decline after lag 1, suggesting that an AR(1) model may be appropriate. The results show a strong positive correlation at lag 1. The ARIMA model was used to make predictions and PBD for gross regional domestic product. Revenue analysis was obtained from 2017-2023. Forecast is done to know the prediction of GDP in the future. The following figure is the result of the ARIMA forecast.



**Figure 5.** revenue and forecast of PDRB in banyumas

The overall results of the analysis show stable and sustainable growth despite small fluctuations in historical GDP data for 2017-2023. Forecast GDP shows an increasing trend in the value of GRDP in 2024-2028. Therefore, the economic growth rate is predicted to continue to grow even though the increase is not too significant.

Further analysis can be done to determine the growth of GRDP which can include the economy, investment, and global conditions. Better strategic planning can be improved in resource allocation and policy development to encourage higher economic growth.

## 5. Conclusion

This research employs a rigorous and comprehensive methodology to explore the strategic operational management of public fiscal policies in Banyumas. By integrating quantitative and qualitative approaches, the study aims to provide valuable insights for policymakers and contribute to the broader discourse on public finance and regional development.

## Analysis of Findings

### Introduction



This analysis focuses on the strategic operational management of public fiscal policies in Banyumas, Indonesia. Using the provided data on the Regional Revenue and Expenditure Budget (RPP) and the Gross Regional Domestic Product (PDRB), this section presents the findings derived from the quantitative and qualitative analyses conducted in the study.

### **ARIMA Model Analysis**

**Forecasting Economic Trends:** The ARIMA models provide forecasts of future economic trends based on historical PDRB data. The key findings from the ARIMA analysis are:

1. **Model Fit:**
  - a. The ARIMA (1, 1, 1) model was identified as the best fit for the PDRB data, indicating that past economic trends and fiscal policies influence future economic outcomes.
2. **Forecasted Growth:**
  - a. The forecasts suggest a steady growth trajectory for Banyumas's economy over the next five years, assuming current fiscal policies are maintained.
  - b. Predicted values show an average annual growth rate consistent with historical trends.
3. **Impact of Fiscal Policies:**
  - a. The model highlights the significant impact of fiscal policies on economic growth, emphasizing the need for strategic operational management to sustain positive economic trends.

### **Policy Analysis and Stakeholder Insights**

**Qualitative Insights:** Stakeholder interviews and policy analysis provide additional context and understanding of the operational strategies behind fiscal policies in Banyumas. The key findings include:

1. **Strategic Planning:**
  - a. Effective strategic planning and clear goal-setting are critical components of successful fiscal management.
  - b. Policies that align with long-term economic goals tend to produce better outcomes.
2. **Challenges and Constraints:**
  - a. Common challenges include bureaucratic inefficiencies, delays in budget disbursement, and limited capacity for local governments to implement complex fiscal strategies.
  - b. Constraints such as fluctuating revenue sources and external economic shocks also affect the efficiency of fiscal policies.
3. **Best Practices:**
  - a. Best practices identified include transparent budgeting processes, stakeholder engagement in decision-making, and continuous monitoring and evaluation of fiscal policies.
  - b. Successful implementation of fiscal policies often involves adaptive strategies that respond to changing economic conditions.

### **Synthesis of Findings**

**Efficiency and Effectiveness:** The synthesis of quantitative and qualitative findings highlights several critical insights:

1. **Optimizing Resource Allocation:**
  - a. Efficient years demonstrate that optimal resource allocation and strategic investments are essential for maximizing economic returns.
  - b. Policymakers should focus on replicating the strategies employed during these periods to enhance overall fiscal efficiency.
2. **Forecasting for Strategic Planning:**

- a. The ARIMA model forecasts provide valuable insights for strategic planning, allowing policymakers to anticipate future economic conditions and adjust fiscal policies accordingly.
  - b. Proactive adjustments based on these forecasts can help mitigate potential economic downturns and capitalize on growth opportunities.
3. **Policy Recommendations:**
- a. Recommendations for improving fiscal management include enhancing capacity building for local governments, streamlining bureaucratic processes, and adopting flexible, adaptive fiscal strategies.
  - b. Emphasizing transparency and stakeholder participation in the budgeting process can also improve the effectiveness of fiscal policies.

## 5.1 Conclusion

The analysis of findings underscores the importance of strategic operational management in public fiscal policies for regional economic development. Efficient resource allocation, informed by robust quantitative models and enriched by qualitative insights, can significantly enhance the impact of fiscal policies on economic growth. By addressing identified inefficiencies and leveraging best practices, policymakers in Banyumas can foster sustainable economic development and improve the overall quality of life for its residents.

These findings contribute to the broader discourse on public finance and regional development, providing actionable insights for both policymakers and scholars. The study demonstrates the value of integrating quantitative and qualitative approaches to comprehensively understand and improve the management of public fiscal.

## 5.2 Strategic Recommendations for companies in the Next Five Years

To ensure sustainable economic growth and enhance the efficiency and effectiveness of public fiscal policies in Banyumas, it is imperative to adopt a comprehensive strategy based on the Diamond Strategy framework. The following recommendations are designed to guide Banyumas in achieving its strategic objectives over the next five years:

### 1. Factor Conditions:

- a. Invest in Infrastructure: Enhance physical infrastructure, including transportation networks and digital connectivity, to facilitate efficient movement of goods and services and attract investments. This will also support the development of related industries and improve overall operational efficiency.
- b. Develop Human Capital: Implement continuous education and training programs to improve the skills and capabilities of the workforce. Collaborate with educational institutions to align curricula with industry needs, ensuring a steady supply of qualified personnel.

### 2. Demand Conditions:

- a. Encourage Local Demand: Promote local consumption through policies that increase disposable income and purchasing power of residents. Initiatives could include tax incentives and subsidies for local businesses.
- b. Foster Innovation and Quality: Encourage companies to innovate and improve the quality of their products and services to meet higher consumer expectations. This can be achieved through grants, research and development (R&D) incentives, and facilitating access to cutting-edge technologies.

### 3. Related and Supporting Industries:

- a. Strengthen Supply Chains: Develop robust local supply chains by supporting small and medium-sized enterprises (SMEs) that supply to larger firms. This can be done through financial assistance, training, and providing access to markets.

- b. Promote Clusters: Establish and promote industrial clusters where related industries can benefit from proximity, shared resources, and collaboration. This can lead to increased productivity and innovation.
4. Firm Strategy, Structure, and Rivalry:
- a. Enhance Competitive Environment: Create a regulatory framework that promotes fair competition and innovation. This includes reducing barriers to entry, protecting intellectual property rights, and providing incentives for startups and new entrants.
  - b. Encourage Strategic Partnerships: Facilitate partnerships between local firms and multinational corporations to promote knowledge transfer, technological advancement, and access to international markets.
5. Government Role:
- a. Policy Consistency and Transparency: Ensure consistent and transparent fiscal policies to build investor confidence. Regularly update and communicate policy changes to avoid uncertainty.
  - b. Public-Private Collaboration: Foster collaboration between the government and private sector in planning and executing economic development initiatives. This partnership can leverage private sector efficiency and public sector resources for mutual benefit.

By focusing on these strategic areas, Banyumas can leverage its strengths, address its weaknesses, and capitalize on opportunities for growth. Implementing these recommendations will not only enhance the region's economic performance but also contribute to long-term sustainability and prosperity.

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