Analysis of Effectiveness, Efficiency, and Growth in DKI Jakarta Regional Government 2020 – 2022

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Abstract.
In order to analyze the financial reports in an area, in this case, the regional government of the DKI Jakarta province, it is done by comparing the results achieved from one period to another which uses a number of ratios to report on the realization of the local government budget. The research aims to answer how to analyze the ratio of effectiveness, efficiency, and growth in the DKI Jakarta provincial government in 2020-2022. This study uses a qualitative descriptive research method that focuses on the financial performance of the provincial government of DKI Jakarta. The results of this study also concluded that: first, the effectiveness ratio in the period 2020-2022 is classified as effective, which is an average of 94.9%. Second, the efficiency ratio in the 2020-2022 period is classified as inefficient, which is an average of 142.19%.

Keywords: Financial Statements; DKI Jakarta Provincial Government; Effectiveness Ratio; Efficiency Ratio; Growth Ratio

1. Introduction

Law no. 32 of 2004 concerning Regional Government and Law no. 33 of 2004 concerning Financial Balance between the Central and Regional Governments, can be said to be an important point in the rollout of regional autonomy. Over time, it became known that Law No. 1 of 2022 concerning Financial Relations between the Central Government and Regional Governments, which is a replacement for the two previously mentioned Laws. The birth of Law No. 1 of 2022 is no doubt an effort by the government and the House of Representatives (DPR) to make improvements as the situation develops and the implementation of fiscal decentralization, especially in relation to regional government finances.

Regional autonomy itself can be interpreted as the authority of autonomous regions to regulate and manage the needs of the community in certain areas according to their own

initiative based on community aspirations in accordance with statutory regulations (Barniat, 2019). This authority is also necessary because it is related to the regional ability in its relations to regulate finances as stated in the Regional Revenue and Expenditure Budget (hereinafter referred to as APBD). Financial management outlined in the APBD can be direct or indirect, which further reflects "the regional government's ability to finance the implementation of government tasks, development, and community social services". Therefore, evaluation of regional managerial and financial financing will really determine the capacity of a particular regional government in implementing regional autonomy (Utomo, 2015).

In general, when analyzing financial performance in the APBD in a local government, it is done by comparing the results achieved from one period with the previous period so that trends can be seen. According to Utomo (2015), a number of ratios that can be used in analyzing regional government financial performance are sourced from regional financial reports in the form of a Budget Realization Report.

In connection with what has been mentioned, if explained further according to Digdowiseiso (2015), the financial performance of the Regional Government is an achievement resulting from work that focuses on regional finance which consists of regional income and regional expenditure. Typically, from there, a financial system is used that is determined from policies or statutory provisions for one or more budget periods. Furthermore, the form of financial performance is in the form of financial ratios which are formed through the elements of the Accountability Report of power holders in a region in the form of APBD calculations (Harahap et al., 2021).

The demands of the globalization era, which is full of challenges and opportunities, of course increasingly require adjustments from the state apparatus as public servants. In this regard, state officials, including those within the scope of regional government, are also required to be able to provide services to the community, which over time demands an increase in the quality of public services. This effort can be made, for example, through increasing transparency and accountability (Sinambela et al., 2023). Departing from such demands, the concepts of decentralization and regional autonomy were articulated by the regions in order to be able to focus more on organizing and accelerating development in their respective regions, including for the Regional Government of DKI Jakarta (Pemda DKI Jakarta).

In this research, the author specifically chose the DKI Jakarta Regional Government as the object of study. The object of study in the DKI Jakarta Regional Government is interesting for the author to study because it is the center of the national economy and (still) is the capital of the Republic of Indonesia. Apart from that, in the 2022 Budget Realization Report, it is known that there are a number of problems despite receiving the Fair Without Exceptions (WTP) predicate by the Indonesian Financial Audit Agency. The problem in question, as confirmed by Member V of the Supreme Audit Agency of the Republic of Indonesia (BPK RI) Ahmadi Noor Supit, is excess payment for shopping and late fines worth IDR 45.87 billion. Apart from that, regarding the social assistance budget for the Jakarta Smart Plus Card (KJP Plus) and the Jakarta Excellent Student Card (KJMU) worth IDR 197,

The 2021 Budget Realization Report is also not much different, in the sense that it is considered still problematic. This can be seen from the recommendations given by 5 (five) DKI Jakarta DPRD commissions after evaluating the accountability of the DKI Jakarta APBD. Some

of the notes or recommendations in question include the lack of budget absorption, the regional levy revenue target not being achieved, and the procurement of goods and services not yet optimal (jakarta.bpk.go.id, 06/09/2022). There are still problems with the Budget Realization Report in DKI Jakarta for 2020, where it is stated that the provision of residential units for Low-Income Communities (MBR) still needs to be improved by taking into account significant problems such as inadequate housing conditions, the type of housing available does not meet MBR needs, and there is limited access to ownership of owned/rented flats (RSM/S) which have not been bridged (wartapemeriksa.bpk.go.id, 25/06/2021). In turn, several of the descriptions that have been quoted above also encourage researchers to make the DKI Jakarta Budget Realization Report for 2020, 2021, and 2022 the object of this research study.

As is known, the DKI Jakarta Regional Government is led by a Governor and a Deputy Governor who are directly elected through the election of Regional Heads and Deputy Regional Heads with a total of more than 50% of valid votes. As a provincial region whose municipal scope is not selected in the regional head election but is appointed by the Regional Government of DKI Jakarta, it has actually been mechanized in such a way as to support development. The regional apparatus of the DKI Jakarta Regional Government also consists of the regional secretariat, DPRD secretariat, regional services, regional technical institutions, Administrative City/Administrative Regency, sub-districts, and sub-districts. In its position as the National Capital, the DKI Jakarta Government can propose to the (central) Government the form of increasing the number of departments, provincial technical institutions, and departments,

The DKI Jakarta Regional Government budget (revenue) itself is the largest nationally, where in 2020 it was recorded at IDR 55.89 trillion (antaranews.com, 19/04/2021), then in 2021 it was recorded at IDR 65.57 trillion and in 2022 it was recorded amounting to IDR 67.3 trillion (cnnindonesia.com, 05/01/2023). With a budget of this size, the financial performance capabilities of the DKI Jakarta Regional Government are certainly much more powerful than other regions. Therefore, based on what has been stated above, the formulation of the problem in this research is how to analyze the effectiveness, efficiency, and growth ratios in the DKI Regional Government Budget Realization Report for the 2020-2022 fiscal year.

1.1. Institutional Theory

The institutional approach is a theoretical approach that studies the role of institutions and social norms in shaping individual and organizational behavior (Digdowiseiso, 2015). This theory emphasizes the importance of social institutions, such as rules, customs, values, and organizational structures, in directing human actions and interactions. The institutional approach argues that it is not just logical reasons or economic benefits that drive individuals and organizations to act. Some significant institutional theories are: (1) Historical Institutionalism. This theory emphasizes the importance of history, culture, and tradition in shaping social institutions and behavior. Institutions are considered to be the result of complex historical evolution, and institutional change occurs gradually; (2) Organizational Institutionalism. This approach emphasizes how the organization influences its behavior. Organizations can generate social pressures such as management practices, culture, and structure, which impact how they operate; (3) Organizational Institutionalism. This approach emphasizes how organizations shape organizational behavior. Organizations can generate

social pressures such as management practices, organizational structure, and culture that influence how they operate; and (4) Rational Choice Institutionalism. In this theory, rational individuals create institutions to fulfill their own interests. Institutions are considered to be the result of political processes and collective action in which actors work together to maximize their profits.

1.2. Stakeholder Theory

Stakeholders are individuals, groups, or other entities that can be influenced by or have the ability to influence the achievement of organizational goals (Digdowiseiso, 2015). Stakeholder theory is an approach that focuses on understanding and managing organizational relationships with various parties who have an interest or stake in organizational activities. The following are some of the main concepts in stakeholder theory: (1) Stakeholders. Stakeholders include managers, employees, owners, customers, suppliers, local communities, governments, non-governmental organizations (NGOs), and the environment. Everyone has different interests and expectations of the organization, and the decisions and actions taken by the organization can affect all of those people; (2) Identify Stakeholders. The process of identifying who has an interest in an organization's activities includes analyzing and mapping the various groups involved or affected by the organization and understanding their interests and expectations; (3) Fulfillment of Stakeholder Interests. According to stakeholder theory, organizations must pay attention to and fulfill the interests of all stakeholders. It primarily focuses on meeting the interests of key stakeholders, such as company owners, and other relevant stakeholders; (4) Integrative Approach. Stakeholder theory says that in decision-making and organizational management, you must use an inclusive and integrative approach. This means that you must consider the interests of each stakeholder in decision-making and find the best solution that benefits all parties involved; and (5) Communication and Stakeholder Engagement. Stakeholder theory encourages communication and active engagement with stakeholders to understand their interests, listen to what they have to say and build relationships that benefit each party. This can increase trust, resolve conflicts, and gain support from many parties.

1.3. Theory of Corporate Financial Performance

This theory focuses on the relationship between internal and external factors that influence the financial health of a company and how the company's financial performance can be measured and improved (Digdowiseiso, 2015). Several relevant theories about company financial performance: (1) Traditional Financial Theory. This theory discusses important concepts about corporate finance such as risk management, capital structure, and company value. They also analyze how companies make ideal investment and funding decisions to achieve the best financial performance; (2) Agency Theory. This theory analyzes the relationship between management and company owners. This theory emphasizes the potential conflict of interest between the two parties and how company management can take appropriate action to protect the interests of shareholders; (3) Signal Theory. This theory discusses how businesses use signs or signals to communicate with capital markets and other stakeholders. They may include dividend policies, financial reports, or investment decisions. Signal theory explains how the market perceives these signals and how they affect a company's financial performance and valuation; (4) Pecking Order Financing Theory. According to this theory, companies tend to choose internal funding (their own profits), debt,

and equity as the last options. These choices are based on costs, risks, and information imbalances; and (5) Ownership and Control Theory. This theory discusses the relationship between company ownership and managerial control. This theory discusses how ownership structures such as institutional or family ownership can influence management decisions and the company's financial performance.

1.4. Regional Financial Management

Regional financial management (PKD) is the planning, management, supervision, and financial reporting of regional governments or other local executive institutions (districts, cities, provinces, or other autonomous regions) (Digdowiseiso, 2015). The hard work of development is to ensure that available resources are used effectively and efficiently to meet public needs and achieve regional development goals. PKD includes various actions, such as: (1) Financial planning. Involves creating a regional budget plan that includes estimates of income and expenditure, setting expenditure priorities, and distributing funds to various sectors; (2) Budgeting. Is the process of distributing and using funds in regional budget plans. This process includes discussion and approval of the budget by the local legislative body, as well as determining funding for programs and activities such as education, health, infrastructure, public services, and government administration; (3) Implementation and Supervision. Once the budget is approved, PKD is responsible for implementing activities according to the budget plan. Regional financial management includes paying bills, procuring goods and services, asset management, and monitoring and supervising the use of funds to ensure compliance with applicable rules and regulations; and (4) Finance report. Local governments are responsible for providing clear and transparent financial reports to the public. This report aims to provide stakeholders with relevant information and meet public accountability demands by presenting a balance sheet, profit and loss report, and cash flow report as well as additional notes.

The importance of regional financial management lies in the sustainability and ability of regional governments to provide quality public services, advance local development, and improve the welfare of local communities. PKD also helps optimize the use of existing resources to achieve regional development goals.

1.5. Regional Government Financial Performance Ratio

Regional government financial performance ratios are used to measure and assess the financial health of regional governments (Digdowiseiso, 2015). These ratios describe the financial performance of local governments in terms of sustainability, efficient spending, ability to meet financial obligations, and use of existing resources.

The following are some examples of financial performance ratios that are usually used by local governments: (1) General Financial Ratios, including: first, the per capita income ratio, which is a measure that calculates the average income per person in the region. This shows the region's ability to finance public programs. Second, the Dependency Ratio on Original Regional Income (PAD), which is a measure of how much local governments depend on PAD as a source of income compared to transfer income from the central government; (2) Financial Independence Ratio, including: first, financial independence ratio, which is determined by how much local government can finance investment and operational expenditure by generating its own income (non-PAD). Second, the ratio of dependence on balancing funds, namely how much regional governments depend on central government balancing funds to

finance operational and investment spending; (3) Expenditure Efficiency Ratio, which includes: first, the personnel expenditure efficiency ratio, which is a way to calculate how effective expenditure on staff, such as salaries and allowances, is compared to total expenditure. Second, the operational expenditure efficiency ratio, which is a way to calculate how effective operational expenditure, such as administrative costs, is compared to total expenditure; and (4) Financial Health Ratios, including: first, the debt to income ratio, which is a way to calculate how dependent debt is on local government income. And second, the debt serviceability ratio, which is a number that determines how capable the local government is of paying interest and principal on debt in the long term.

1.6. Regional Revenue and Expenditure Budget (APBD)

Regional Revenue and Regional Expenditures are the two main components of the Regional Revenue and Expenditure Budget (APBD) (Digdowiseiso, 2015). The APBD is designed to regulate how money owned by local governments (districts, cities, provinces, or other autonomous regions) is used during the budget period.

Regional Income: (1) Regional Original Income (PAD). Income is generated directly by local governments from sources such as taxes, levies, wealth management results, etc. (2) Transfer Income. This is money given by the central government to regional governments as balancing funds, profit-sharing funds, and other funds determined by law; and (3) Other Income. Represents other income that is not included in the category of local original income or transfer income; for example, asset sales, donations, or other sources of income.

Regional Shopping: (1) Operational Expenditures. These are costs related to the routine management of government and public services, such as employee costs, goods and services, subsidies, and social assistance; (2) Capital Expenditures. This is expenditure related to development investments such as building infrastructure, purchasing fixed assets, and other development activities; and (3) Unexpected Shopping. Spending is allocated to handle unexpected needs or emergencies.

Financing, which is the difference between income and expenses, is an additional component of the APBD. This can come from loans, proceeds from asset sales, or other funds used for investment or reducing the budget deficit. Furthermore, the APBD is created through an in-depth planning process. This process includes determining development priorities, collecting data and information on revenues and expenditures, talking to stakeholders, and obtaining approval from local legislative bodies. When allocating funds to encourage sustainable growth and improve community welfare at the regional level, the APBD must be transparent, accountable, and integrated.

2. Research Method

The research entitled "Analysis of Effectiveness, Efficiency and Growth Ratios in the DKI Jakarta Government 2020-2022" uses quantitative descriptive research methods (Digdowiseiso, 2017). The descriptive analysis method, as is known, is used in order to describe facts accurately and clearly. The data used is secondary data in the form of DKI Jakarta Regional Government Financial Reports (LKPD) for 2020, 2021 and 2022. These reports were obtained from the DKI Jakarta Information and Documentation Management Officer (PPID). In this way, the research aims to describe systematically, factually, and accurately according to the secondary data collected. The data is then processed according to an analysis formula consisting of effectiveness ratio, efficiency ratio, and growth ratio (Halim, 2012).

2.1. **Effectiveness Ratio**

The effectiveness ratio is a tool for measuring the extent to which an organization, project, or activity has succeeded in achieving its stated goals (Halim, 2012). These ratios provide an overview of the level of achievement of results or output compared to expected goals or invested input. The following are some examples of frequently used effectiveness ratios: (1) Output/Input Ratio. This ratio measures the amount of output or results produced in relation to the input or resources used. Examples are the ratio of production per workforce, the ratio of financial results per marketing costs, or the ratio of public services per budget spent; (2) Target Achievement Ratio. This ratio measures the extent to which the targets or objectives that have been set have been successfully achieved. Examples are the sales ratio that reaches monthly sales targets or the ratio of student graduation rates that achieve predetermined targets; (3) Efficiency Ratio. This ratio measures how efficiently an organization or activity uses resources to produce output or results. Examples are the ratio of revenue to operating costs, the ratio of production per labor hour, or the ratio of the number of services provided per labor hour; (4) Customer Satisfaction Level Ratio. This ratio shows how satisfied customers or users are with the products, services, or experiences provided by the organization. Examples are the ratio of satisfied customers to the number of customers served or the ratio of customers who recommend this product or service to others; and (5) Quality Ratio. This ratio indicates the quality of a product, service, or process. Examples are the ratio of defective products to total production, the ratio of customer complaints to total transactions, or the ratio of process errors to total production.

$$Rasio\ Efektifitas = \frac{Realisasi\ Pendapatan}{Anggaran\ Pendapatan} X\ 100\%$$

Table 1. Percentage of Financial Effectiveness Performance

Percentage Financial performance	Criteria
100% and above	Very effective
90 % - 100%	Effective
80% - 90%	Effective enough
60% - 80%	Less effective
Less than 60%	Ineffective

2.2. **Regional Financial Efficiency Ratio**

The regional financial efficiency ratio is a tool to measure how effectively local governments manage and utilize financial resources (Halim, 2012). These ratios provide an overview of how public funds can be used efficiently and effectively to achieve development and public service goals. Some of the most commonly used ratios are as follows: (1) Ratio of Operational Expenditures to Regional Income. This ratio shows how much regional income the regional government uses for administrative costs, goods and services, and employee salaries. The lower this ratio, the more local governments assist operations; (2) Ratio of Personnel Expenditures to Operational Expenditures. This ratio shows how much personnel expenditure (salaries, benefits, and related costs) is included in operational expenditure. The lower this ratio, the more effective the management of personnel expenditures to assist local government operations; (3) Ratio of Capital Expenditures to Regional Income. This ratio shows how much local governments spend regional income on investment, infrastructure development, and purchasing fixed assets. The higher the ratio, the more long-term

development and investment are supported by regional income; (4) Regional Revenue Collection Ratio. This ratio shows how effectively the regional government collects regional income, especially through components of Original Regional Income (PAD), such as taxes and levies. The higher this ratio, the more efficiently local governments collect PAD and the greater their own sources of income; and (5) Budget Revenue and Disbursement Ratio. This ratio shows how successful the local government is in disbursing or realizing the budget; it can also show how efficiently programs and projects are run; and the ability of local governments to manage and use funds in a timely manner.

$$REKD = \frac{Realisasi\ Belanja\ Daerah}{Realisasi\ Pendapatan\ Daerah} X\ 100\%$$

Table 2. Efficiency Measurement Criteria

Efficiency Criteria	Efficiency Presentation
>100%	Not efficient
90-100%	Less efficient
80-90%	Quite Efficient
60-80%	Efficiency
≤60%	Very Efficient

2.3. Growth Ratio

Growth ratio, also referred to as growth ratio, is a metric or calculation used to measure the rate of growth or change of a certain variable or measure over a certain period. The growth ratio is usually calculated in percentage form and provides an idea of the extent to which this variable has changed compared to the previous period (Halim, 2012). Several types of growth ratios are commonly used, including (1) Revenue Growth Ratio. This is a ratio that calculates how fast the revenue of a company or business entity increases over a certain period. Revenue is usually calculated by comparing revenue over previous periods and coming up with a percentage. Revenue growth ratio = ((Current Revenue minus Previous Revenue)/Previous Revenue) * 100; (2) Net Profit Growth Ratio. This ratio shows how much a company's net profit grows from period to period. It is calculated by comparing the previous period's net profit with the current net profit and is expressed as a percentage. Net Income Growth Ratio = ((Current Net Income - Previous Net Income)/Previous Net Income) * 100; (3) Customer Growth Ratio. This ratio shows how much the number of customers or users of a product or service has grown over a certain period. This is usually calculated by comparing the previous period's number of customers with the current number of customers and then showing the growth percentage. Customer growth ratio = ((Current Number of Customers - Number of Previous Customers)/Number of Previous Customers) * 100; and (4) Asset Growth Ratio. This ratio calculates the growth rate of the total assets of an organization or company within a certain period. This ratio is calculated by comparing the previous period's total assets with the current total assets and is expressed as a percentage. Asset Growth Ratio = ((Current Total Assets - Previous Total Assets)/Previous Total Assets) * 100

$$Rasio\ Pertumbuhan = \frac{Pendapatan\ Tahun\ t - Pendapatan\ Tahun\ (t-1)}{Pendapatan\ Tahun\ (t-1)}$$

3. Results And Discussion

3.1. DKI Jakarta Regional Government Financial Report for 2020-2022

As an effort to monitor the process of implementing autonomy policies in a region, the role of regional governments is understood to be given freedom in managing the economy in their regions. This is accompanied by an independent authority which includes the development of the region itself, providing public services to the community as well as government affairs which in fact are in line with the duties and functions of the region. The granting of this authority is certainly expected to increase regional capacity in managing regional finances (Zarkasyi & Digdowiseiso, 2023; Digdowiseiso & Rahadi, 2023; Digdowiseiso et al., 2023a; Digdowiseiso et al., 2023b; Digdowiseiso et al., 2023c; Digdowiseiso et al., 2023d).

Analysis of effectiveness, efficiency, and growth ratios in the DKI Jakarta Regional Government is basically an analysis that outlines a picture of the financial performance of the DKI Jakarta Regional Government. Apart from the three ratios mentioned above, they usually also include the activity ratio and independence ratio. All of these ratios are intended to provide an assessment of the extent of regional financial management that has been running, which in this case is focused on a period of 3 (three) years, namely 2020, 2021, and 2022. From there, it will be revealed whether the regional financial performance of the DKI Regional Government Jakarta is at a fair, good enough, good, or very good level.

As previously mentioned, the data that is the focus of this research study is secondary data in the form of the DKI Jakarta Regional Government Financial Report (LKPD), the analysis of which is limited to regional financial performance in 2020-2022. The budget realization based on the report in question in 2020, 2021, and 2022 is as follows:

Table 4. DKI Jakarta Regional Government Budget Realization Report for 2020

(Dalam Rupiah)

No.	Uraian	Catatan	Anggaran 2020	Realisasi 31 Desember 2020 (Audited)	(%)	Realisasi 31 Desember 2019 (Audited)
1	PENDAPATAN					
2	PENDAPATAN ASLI DAERAH					
3	Pendapatan Pajak Daerah	5.1.1.1.1	32.480.000.000.000	31.895.263.277.623	98,20	40.298.122.505.326
4	Pendapatan Retribusi Daerah	5.1.1.1.2	468.413.750.000	496.332.944.408	105,96	587.384.031.230
5	Pendapatan Hasil Pengelolaan Kekayaan Daerah yang Dipisahkan	5.1.1.1.3	844.471.501.251	672.491.534.639	79,63	619.456.466.460
6	Lain-lain PAD yang sah	5.1.1.1.4	4.293.100.365.380	4.350.666.954.523	101,34	4.202.437.000.786
7	Jumlah Pendapatan Asli Daerah (3 s/d 6)		38.085.985.616.631	37.414.754.711.193	98,24	45.707.400.003.802
8	PENDAPATAN TRANSFER					
9	TRANSFER PEMERINTAH PUSAT - DANA PERIMBANGAN					
10	Dana Bagi Hasil Pajak	5.1.1.2.1.1	13.567.076.479.733	13.567.076.479.733	100,00	11.585.304.508.454
11	Dana Bagi Hasil Sumber Daya Alam	5.1.1.2.1.2	80.882.005.322	80.882.005.322	100,00	113.085.037.731
12	Dana Alokasi Khusus	5.1.1.2.1	3.405.403.588.783	3.249.763.828.577	95,43	2.796.003.496.994
13	Jumlah Pendapatan Transfer Dana Perimbangan (10 s/d 12)		17.053.362.073.838	16.897.722.313.632	99,09	14.494.393.043.179
14	TRANSFER PEMERINTAH PUSAT - LAINNYA					
15	Dana Penyesuaian		65.176.975.000	65.176.975.000	100,00	57.178.308.000
16	Jumlah Pendapatan Transfer Lainnya (15)		65.176.975.000	65.176.975.000	100,00	57.178.308.000
17	Total Pendapatan Transfer (13 + 16)		17.118.539.048.838	16.962.899.288.632	99,09	14.551.571.351.179
18	LAIN-LAIN PENDAPATAN YANG SAH					
19	Pendapatan Hibah	5.1.1.3	2.030.094.100.000	1.509.350.237.902	74,35	2.041.708.478.087
20	Jumlah Pendapatan Lain-lain yang Sah (19)		2.030.094.100.000	1.509.350.237.902	74,35	2.041.708.478.087
21	JUMLAH PENDAPATAN (7 + 17 + 20)		57.234.618.765.469	55.887.004.237.727	97,65	62.300.679.833.068

22	BELANJA					
23	BELANJA OPERASI					
24	Belanja Pegawai	5.1.2.1.1.1.a	18.991.305.934.796	16.686.870.974.289	87,87	22.016.852.174.914
25	Belanja Barang dan Jasa	5.1.2.1.1.1.b	18.098.721.223.094	16.775.617.945.811	92,69	20.807.658.518.255
26	Belanja Bunga	5.1.2.1.1.1.c	76.000.000.000	62.300.098.791	81,97	60.785.495.306
27	Belanja Subsidi	5.1.2.1.1.1.d	4.508.890.241.433	3.628.167.400.666	80,47	2.782.933.713.289
28	Belanja Hibah	5.1.2.1.1.1.e	2.373.116.610.792	1.881.883.219.116	79,30	2.475.188.905.410
29	Belanja Bantuan Sosial	5.1.2.1.1.1.f	5.113.560.031.000	4.800.615.589.631	93,88	4.402.326.917.199
30	Belanja Karena Rugi Selisih kurs dalam pengelolaan Rekening Milik BUD	5.1.2.1.1.1.g	-	244.634.952	~	-
31	Jumlah Belanja Operasi (24 s/d 30)		49.161.594.041.115	43.835.699.863.256	89,17	52.545.745.724.373
32	BELANJA MODAL					
33	Belanja Tanah	5.1.2.1.1.2.a	1.391.228.958.839	966.123.937.172	69,44	2.338.517.736.816
34	Belanja Peralatan dan Mesin	5.1.2.1.1.2.b	824.202.624.687	762.688.080.788	92,54	2.820.376.301.889
35	Belanja Gedung dan Bangunan	5.1.2.1.1.2.c	464.296.531.424	413.005.828.424	88,95	3.811.316.212.589
36	Belanja Jalan, Irigasi dan Jaringan	5.1.2.1.1.2.d	1.087.282.194.604	917.724.640.118	84,41	2.426.554.322.512
37	Belanja Aset Tetap Lainnya	5.1.2.1.1.2.e	129.664.696.870	113.681.034.380	87,67	155.163.205.784
38	Jumlah Belanja Modal (33 s/d 37)		3.896.675.006.424	3.173.223.520.882	81,43	11.551.927.779.590
39	BELANJA TAK TERDUGA					
40	Belanja Tak Terduga	5.1.2.1.1.3	5.521.444.220.129	4.707.937.545.524	85,27	1.613.965.050
41	Jumlah Belanja Tak Terduga (40)		5.521.444.220.129	4.707.937.545.524	85,27	1.613.965.050
42	Jumlah Belanja (31 + 38 + 41)		58.579.713.267.668	51.716.860.929.662	88,28	64.099.287.469.013
43	TRANSFER					
44	TRANSFER/BANTUAN KEUANGAN					
45	Bantuan Keuangan ke Pemerintah Daerah Lainnya	5.1.3	371.358.448.200	371.272.698.360	99,98	827.620.588.200
46	Bantuan Keuangan Lainnya		-	-	~	11.455.624.800
47	Jumlah Transfer/Bantuan Keuangan (45 s/d 46)		371.358.448.200	371.272.698.360	99,98	839.076.213.000
48	Jumlah Transfer		371.358.448.200	371.272.698.360	99,98	839.076.213.000
49	JUMLAH BELANJA DAN TRANSFER (42 + 48)		58.951.071.715.868	52.088.133.628.022	88,36	64.938.363.682.013
50	SURPLUS/DEFISIT (21 - 49)		(1.716.452.950.399)	3.798.870.609.705		(2.637.683.848.945)
51	PEMBIAYAAN	5.1.4				
52	PENERIMAAN PEMBIAYAAN	5.1.4.1				
53	Penggunaan SiLPA		1.203.971.456.696	1.203.971.456.696	100,00	9.755.082.722.776
54	Pencairan Dana Cadangan		1.400.000.000.000	1.474.792.321.413	105,34	-
55	Pinjaman Dalam Negeri - Pemerintah Pusat		3.562.513.493.703	2.903.531.014.390	81,50	1.971.239.845.495
56	Pinjaman Dalam Negeri - Lembaga Keuangan Bank		-	-	~	53.918.320.859
57	Penerimaan Kembali Investasi Non Permanen		-	521.787.313	~	1.717.652.577
58	Jumlah Penerimaan (53 s/d 57)		6.166.484.950.399	5.582.816.579.812	90,53	11.781.958.541.707

(Dalam Rupiah)

No.	Uraian	Catatan	Anggaran 2020	Realisasi 31 Desember 2020 (Audited)	(%)	Realisasi 31 Desember 2019 (Audited)
59	PENGELUARAN PEMBIAYAAN	5.1.4.2				
60	Pembentukan Dana Cadangan		-	95.680.795.237	~	95.110.472.253
61	Penyertaan Modal Pemerintah Daerah		4.416.382.000.000	4.086.680.720.654	92,53	7.402.197.169.911
62	Pembayaran Pokok Pinjaman Dalam Negeri - Pemerintah Pusat		33.650.000.000	33.629.623.430	99,94	33.629.623.430
64	Pembayaran Pokok Pinjaman Dalam Negeri - Lembaga Keuangan Bank		-	-	~	53.918.320.859
65	Pembiayaan Fasilitasi Perumahan		-	-	~	350.000.000.000
66	Jumlah Pengeluaran (60 s/d 65)		4.450.032.000.000	4.215.991.139.321	94,74	7.934.855.586.453
67	PEMBIAYAAN NETO (58 - 66)		1.716.452.950.399	1.366.825.440.491		3.847.102.955.254
68	Sisa Lebih Pembiayaan Anggaran (50 + 67)			5.165.696.050.196		1.209.419.106.309
69	Penyesuaian: Selisih Kurs Belum Terealisasi			240.163		(5.447.649.613)
70	Sisa Lebih Pembiayaan Anggaran Setelah Koreksi dan Penyesuaian (68 + 69)			5.165.696.290.359		1.203.971.456.696

Source: 2020 DKI Jakarta Regional Government Financial Report

Table 5. DKI Jakarta Regional Government Budget Realization Report for 2021

(Dalam Rupiah)

No.	Uraian	Catatan	Anggaran 2021	Realisasi 31 Desember 2021 (Audited)	(%)	Realisasi 31 Desember 2020 (Audited)
1	PENDAPATAN					
2	PENDAPATAN ASLI DAERAH					
3	Pendapatan Pajak Daerah	5.1.1.1.1	37.215.000.000.000	34.575.563.219.175	92,91	31.895.263.277.623
4	Pendapatan Retribusi Daerah	5.1.1.1.2	755.755.000.000	383.859.710.282	50,79	496.332.944.408
5	Pendapatan Hasil Pengelolaan Kekayaan Daerah yang Dipisahkan	5.1.1.1.3	390.254.277.917	398.792.009.852	102,19	672.491.534.639
6	Lain-lain PAD yang sah	5.1.1.1.4	6.821.077.973.050	6.248.092.466.321	91,60	4.350.666.954.523
7	Jumlah Pendapatan Asli Daerah (3 s/d 6)		45.182.087.250.967	41.606.307.405.630	92,09	37.414.754.711.193
8	PENDAPATAN TRANSFER					
	TRANSFER PEMERINTAH PUSAT					
9	Dana Perimbangan		16.830.173.929.828	22.630.423.484.052	134,46	16.897.722.313.632
10	Dana Bagi Hasil	5.1.1.2.1.1	13.467.276.643.787	19.396.960.594.125	144,03	13.647.958.485.055
11	Dana Alokasi Khusus (DAK) Fisik	5.1.1.2.1.2	58.910.465.041	46.940.443.417	79,68	26.672.755.000
12	Dana Alokasi Khusus (DAK) Non Fisik	5.1.1.2.1.3	3.303.986.821.000	3.186.522.446.510	96,44	3.223.091.073.577
13	Dana Insentif Daerah (DID)		43.370.860.000	43.370.860.000	100,00	65.176.975.000
14	Dana Insentif Daerah (DID)	5.1.1.2.2	43.370.860.000	43.370.860.000	100,00	65.176.975.000
15	Total Pendapatan Transfer (9 + 13)		16.873.544.789.828	22.673.794.344.052	134,37	16.962.899.288.632
16	LAIN-LAIN PENDAPATAN YANG SAH					
17	Pendapatan Hibah	5.1.1.3	3.153.473.000.000	1.286.907.449.318	40,81	1.509.350.237.902
18	Jumlah Pendapatan Lain-lain yang Sah (17)		3.153.473.000.000	1.286.907.449.318	40,81	1.509.350.237.902
19	JUMLAH PENDAPATAN (7 + 15 + 18)		65.209.105.040.795	65.567.009.199.000	100,55	55.887.004.237.727

No.	Uraian	Catatan	Anggaran 2021	Realisasi 31 Desember 2021 (Audited)	(%)	Realisasi 31 Desember 2020 (Audited)
20	BELANJA					
21	BELANJA OPERASI					
22	Belanja Pegawai	5.1.2.1.1.1.a	19.486.422.916.768	18.816.237.919.714	96,56	16.686.870.974.289
23	Belanja Barang dan Jasa	5.1.2.1.1.1.b	23.122.499.841.360	21.488.663.347.585	92,93	16.775.617.945.811
24	Belanja Bunga	5.1.2.1.1.1.c	168.200.000.000	86.116.019.366	51,20	62.300.098.791
25	Belanja Subsidi	5.1.2.1.1.1.d	5.371.148.641.636	4.355.291.571.465	81,09	3.628.167.400.666
26	Belanja Hibah	5.1.2.1.1.1.e	2.791.731.235.260	2.651.074.469.075	94,96	1.881.883.219.116
27	Belanja Bantuan Sosial	5.1.2.1.1.1.f	6.859.904.339.304	6.528.360.208.967	95,17	4.800.615.589.631
28	Belanja Karena Rugi Selisih kurs dalam pengelolaan Rekening Milik BUD	5.1.2.1.1.1.g	-	240.163	~	244.634.952
29	Jumlah Belanja Operasi (22 s/d 28)		57.799.906.974.328	53.925.743.776.335	93,30	43.835.699.863.256
30	BELANJA MODAL					
31	Belanja Tanah	5.1.2.1.1.2.a	1.822.545.216.857	1.419.026.055.604	77,86	966.123.937.172
32	Belanja Peralatan dan Mesin	5.1.2.1.1.2.b	1.661.663.174.359	1.325.812.140.715	79,79	762.688.080.788
33	Belanja Gedung dan Bangunan	5.1.2.1.1.2.c	2.346.956.703.995	2.148.875.330.166	91,56	413.005.828.424
34	Belanja Jalan, Irigasi dan Jaringan	5.1.2.1.1.2.d	2.555.189.663.564	1.651.626.167.407	64,64	917.724.640.118
35	Belanja Aset Tetap Lainnya	5.1.2.1.1.2.e	374.784.971.190	320.487.322.827	85,51	113.681.034.380
36	Jumlah Belanja Modal (31 s/d 35)		8.761.139.729.965	6.865.827.016.719	78,37	3.173.223.520.882
37	BELANJA TAK TERDUGA					
38	Belanja Tak Terduga	5.1.2.1.1.3	3.043.969.206.971	439.889.457.199	14,45	4.707.937.545.524
39	Jumlah Belanja Tak Terduga (38)		3.043.969.206.971	439.889.457.199	14,45	4.707.937.545.524
40	Jumlah Belanja (29 + 36 + 39)		69.605.015.911.264	61.231.460.250.253	87,97	51.716.860.929.662
41	TRANSFER					
42	TRANSFER/BANTUAN KEUANGAN					
43	Bantuan Keuangan ke Pemerintah Daerah Lainnya	5.1.2.1.1.4	387.604.963.312	387.579.910.312	99,99	371.272.698.360
44	Jumlah Transfer/Bantuan Keuangan (43)		387.604.963.312	387.579.910.312	99,99	371.272.698.360
45	Jumlah Transfer		387.604.963.312	387.579.910.312	99,99	371.272.698.360
46	JUMLAH BELANJA DAN TRANSFER (40 + 45)		69.992.620.874.576	61.619.040.160.565	88,04	52.088.133.628.022
47	SURPLUS/DEFISIT (19 - 46)		(4.783.515.833.781)	3.947.969.038.435		3.798.870.609.705
48	PEMBIAYAAN	5.1.3				
49	PENERIMAAN PEMBIAYAAN	5.1.3.1				
50	Penggunaan SiLPA		5.165.696.290.359	5.165.696.290.359	100,00	1.203.971.456.696
51	Pencairan Dana Cadangan		-	-	0,00	1.474.792.321.413
52	Pinjaman Dalam Negeri - Pemerintah Pusat		9.515.434.570.093	6.744.329.136.564	70,88	2.903.531.014.390
57	Penerimaan Kembali Pemberian Pinjaman		-	4.171.220.068	~	-
54	Penerimaan Kembali Investasi Non Permanen		-	-	~	521.787.313
55	Jumlah Penerimaan (50 s/d 54)		14.681.130.860.452	11.914.196.646.991	81,15	5.582.816.579.812

(Dalam Rupiah)

No.	Uraian	Catatan	Anggaran 2021	Realisasi 31 Desember 2021 (Audited)	(%)	Realisasi 31 Desember 2020 (Audited)
56	PENGELUARAN PEMBIAYAAN	5.1.3.2				
57	Pembentukan Dana Cadangan		-	-	~	95.680.795.237
58	Penyertaan Modal Pemerintah Daerah		9.663.965.026.671	5.906.817.230.655	61,12	4.086.680.720.654
59	Pembayaran Pokok Pinjaman Dalam Negeri - Pemerintah Pusat		33.650.000.000	33.629.623.430	99,94	33.629.623.430
66	Pemberian Pinjaman Daerah kepada Masyarakat		200.000.000.000	200.000.000.000	~	-
63	Jumlah Pengeluaran (57 s/d 62)		9.897.615.026.671	6.140.446.854.085	62,04	4.215.991.139.321
64	PEMBIAYAAN NETO (55 - 63)		4.783.515.833.781	5.773.749.792.906		1.366.825.440.491
65	Sisa Lebih Pembiayaan Anggaran (47 + 64)			9.721.718.831.341		5.165.696.050.196
66	Penyesuaian: Selisih Kurs Belum Terealisasi			-		240.163
67	Sisa Lebih Pembiayaan Anggaran Setelah Koreksi dan Penyesuaian (65 + 66)			9.721.718.831.341		5.165.696.290.359

Source: DKI Jakarta Regional Government Financial Report for 2021

Table 6. DKI Jakarta Regional Government Budget Realization Report for 2022

(Dalam Rupiah)

No.	Uraian	Catatan	Anggaran 2022	Realisasi 31 Desember 2022 (Audited)	(%)	Realisasi 31 Desember 2021 (Audited)
1	PENDAPATAN					
2	PENDAPATAN ASLI DAERAH	5.1.1.1				
3	Pendapatan Pajak Daerah	5.1.1.1.1	45.700.000.000.000	40.275.148.196.210	88,13	34.575.563.219.175
4	Pendapatan Retribusi Daerah	5.1.1.1.2	806.878.300.000	376.977.989.704	46,72	383.859.710.282
5	Pendapatan Hasil Pengelolaan Kekayaan Daerah yang Dipisahkan	5.1.1.1.3	793.735.537.821	402.424.109.447	50,70	398.792.009.852
6	Lain-lain PAD yang sah	5.1.1.1.4	8.362.220.915.771	4.553.854.434.140	54,46	6.248.092.466.321
7	Jumlah Pendapatan Asli Daerah (3 s/d 6)		55.662.834.753.592	45.608.404.729.501	81,94	41.606.307.405.630
8	PENDAPATAN TRANSFER	5.1.1.2				
9	Dana Perimbangan	5.1.1.2.1	17.196.794.470.801	18.831.174.546.549	109,50	22.630.423.484.052
10	Dana Bagi Hasil	5.1.1.2.1.1	13.963.139.165.613	16.062.089.109.337	115,03	19.396.960.594.125
11	Dana Alokasi Khusus (DAK) Fisik	5.1.1.2.1.2	34.127.101.188	34.127.101.188	100,00	46.940.443.417
12	Dana Alokasi Khusus (DAK) Non Fisik	5.1.1.2.1.3	3.199.528.204.000	2.734.958.336.024	85,48	3.186.522.446.510
13	Dana Insentif Daerah (DID)	5.1.1.2.2	29.684.233.000	29.684.233.000	100,00	43.370.860.000
14	Dana Insentif Daerah (DID)	5.1.1.2.2	29.684.233.000	29.684.233.000	100,00	43.370.860.000
15	Total Pendapatan Transfer (9 + 13)		17.226.478.703.801	18.860.858.779.549	109,49	22.673.794.344.052
16	LAIN-LAIN PENDAPATAN YANG SAH	5.1.1.3				
17	Pendapatan Hibah	5.1.1.3	4.907.334.270.908	2.821.215.663.258	57,49	1.286.907.449.318
18	Jumlah Pendapatan Lain-lain yang Sah (17)		4.907.334.270.908	2.821.215.663.258	57,49	1.286.907.449.318
19	JUMLAH PENDAPATAN (7 + 15 + 18)		77.796.647.728.301	67.290.479.172.308	86,50	65.567.009.199.000
20	BELANJA					
21	BELANJA OPERASI	5.1.2.1.1.1				
22	Belanja Pegawai	5.1.2.1.1.1.a	18.638.609.298.361	17.705.440.378.717	94,99	18.816.237.919.714
23	Belanja Barang dan Jasa	5.1.2.1.1.1.b	25.070.951.729.022	23.613.048.650.099	94,18	21.488.663.347.585
24	Belanja Bunga	5.1.2.1.1.1.c	789.540.302.919	270.632.758.937	34,28	86.116.019.366
25	Belanja Subsidi	5.1.2.1.1.1.d	6.542.350.628.292	6.278.332.984.915	95,96	4.355.291.571.465
26	Belanja Hibah	5.1.2.1.1.1.e	2.814.872.399.819	2.639.327.211.335	93,76	2.651.074.469.075
27	Belanja Bantuan Sosial	5.1.2.1.1.1.f	5.115.246.523.000	5.035.404.985.749	98,44	6.528.360.208.967
28	Belanja Karena Rugi Selisih kurs dalam pengelolaan Rekening Milik BUD	5.1.2.1.1.1.g	-	-	~	240.163
29	Jumlah Belanja Operasi (22 s/d 28)		58.971.570.881.413	55.542.186.969.752	94,18	53.925.743.776.335

30	**BELANJA MODAL**	5.1.2.1.1.2				
31	Belanja Tanah	5.1.2.1.1.2.a	1.904.948.891.243	880.953.900.338	46,25	1.419.026.055.604
32	Belanja Peralatan dan Mesin	5.1.2.1.1.2.b	2.020.816.746.175	1.798.854.059.095	89,02	1.325.812.140.715
33	Belanja Gedung dan Bangunan	5.1.2.1.1.2.c	2.054.535.946.728	1.735.904.917.006	84,49	2.148.875.330.166
34	Belanja Jalan, Irigasi dan Jaringan	5.1.2.1.1.2.d	4.659.208.720.297	4.264.727.292.528	91,53	1.651.626.167.407
35	Belanja Aset Tetap Lainnya	5.1.2.1.1.2.e	161.478.167.869	127.754.673.737	79,12	320.487.322.827
36	**Jumlah Belanja Modal (31 s/d 35)**			10.800.988.472.312	8.808.194.842.704	81,55	6.865.827.016.719
37	**BELANJA TAK TERDUGA**	5.1.2.1.1.3				
38	Belanja Tak Terduga	5.1.2.1.1.3	6.714.844.382.393	29.976.747.630	0,45	439.889.457.199
39	**Jumlah Belanja Tak Terduga (38)**		6.714.844.382.393	29.976.747.630	0,45	439.889.457.199
40	**Jumlah Belanja (29 + 36 + 39)**		76.487.403.736.118	64.380.358.560.086	84,17	61.231.460.250.253
41	**TRANSFER**					
42	**TRANSFER/BANTUAN KEUANGAN**	5.1.2.1.1.4				
43	Bantuan Keuangan ke Pemerintah Daerah Lainnya	5.1.2.1.1.4	484.762.660.210	484.762.660.210	100,00	387.579.910.312
44	**Jumlah Transfer/Bantuan Keuangan (43)**		484.762.660.210	484.762.660.210	100,00	387.579.910.312
45	**Jumlah Transfer**		484.762.660.210	484.762.660.210	100,00	387.579.910.312
46	**JUMLAH BELANJA DAN TRANSFER (40 + 45)**		76.972.166.396.328	64.865.121.220.296	84,27	61.619.040.160.565
47	**SURPLUS/DEFISIT (19 - 46)**		824.481.331.973	2.425.357.952.012		3.947.969.038.435

(Dalam Rupiah)

No.	Uraian	Catatan	Anggaran 2022	Realisasi 31 Desember 2022 (Audited)	(%)	Realisasi 31 Desember 2021 (Audited)
48	**PEMBIAYAAN**	5.1.3				
49	**PENERIMAAN PEMBIAYAAN**	5.1.3.1				
50	Penggunaan SiLPA		4.035.856.630.001	9.721.718.831.341	240,88	5.165.696.290.359
51	Penerimaan Pinjaman Daerah		979.251.988.304	979.251.480.334	100,00	6.744.329.136.564
52	Penerimaan Kembali Pemberian Pinjaman		-	393.892.140	~	4.171.220.068
53	**Jumlah Penerimaan (50 s/d 52)**		5.015.108.618.305	10.701.364.203.815	213,38	11.914.196.646.991
54	**PENGELUARAN PEMBIAYAAN**	5.1.3.2				
55	Penyertaan Modal Pemerintah Daerah		4.722.708.317.275	3.492.066.426.925	73,94	5.906.817.230.655
56	Pembayaran Cicilan Pokok Utang yang Jatuh Tempo		1.034.579.441.218	1.034.559.064.648	100,00	33.629.623.430
57	Pemberian Pinjaman Daerah kepada Masyarakat		82.302.191.785	-	~	200.000.000.000
58	**Jumlah Pengeluaran (55 s/d 57)**		5.839.589.950.278	4.526.625.491.573	77,52	6.140.446.854.085
59	**PEMBIAYAAN NETO (53 - 58)**		(824.481.331.973)	6.174.738.712.242		5.773.749.792.906
60	Sisa Lebih Pembiayaan Anggaran (47 + 59)			8.600.096.664.254		9.721.718.831.341

Source: DKI Jakarta Regional Government Financial Report for 2022

3.2. Effectiveness Ratio

Year	Budget Realization	Budget Revenue
2020	55,587,004,237,727	57,234,618,765,469
2021	65,567,009,199,000	65.209.105.040.795
2022	67.290.479.172.308	77,796,647,728,301

Effectiveness	Criteria	%
2020	Effective	97.65
2021	Very effective	100.55
2022	Effective enough	86.50

Average Effectiveness Ratio: 94.9%

Source: Data Processing

The regional financial effectiveness ratio of DKI Jakarta in 2020 was quite good, namely 97.65%, which is included in the quite effective category. In 2021, the effectiveness value was 100.55%, or an increase compared to the previous year, indicating a very effective category due to an increase in budget realization above 100%. Meanwhile, in 2022 the effectiveness ratio was 86.85% or decreased, both in 2021 and 2020. However, the financial effectiveness ratio of the DKI Jakarta Regional Government in 2022 is quite effective. In general, if you look at it from 2020 to 2022, the financial performance of the DKI Jakarta Regional Government is experiencing dynamics and has an average effectiveness ratio of 94.9%, which means that financial performance is in an effective condition.

3.3. Efficiency Ratio

Year	Shopping Realization	Income Realization
2020	58,579,713,267,668	55,587,004,237,727
2021	69.605.015.911.264	65,567,009,199,000
2022	76.487.403.736.118	67.290.479.172.308

Efficiency	Criteria	%
2020	Not efficient	138.23
2021	Not efficient	147.17
2022	Not efficient	141.16

Average Efficiency Ratio: 142.19%

Source: Data Processing

Based on the table above, the calculation of the DKI Regional Government's financial efficiency ratio in 2020 is 138.23%, which is included in the inefficient category. Furthermore, in 2021 the efficiency ratio will be 147.17% (decreasing efficiency) from the previous period, but it is still classified as equally inefficient. Meanwhile, in 2022 the efficiency ratio will be 141.16% (increasing efficiency) compared to the previous period. From this efficiency ratio, it can be seen that there is dynamism, and if the average efficiency ratio is 142.19% it is classified as inefficient.

3.4. Growth Ratio

Growth Ratio	*Negative or Positive*	*Trends*
Growth Ratio 2020 - 2021	17.33	Positive Up Ward Trend
Growth Ratio 2021 - 2022	2.63	Positive Downward Trend

Source: Data Processing

From the data processing formulated in the table above, thenfor 2020, 2021, and 2022 the rate of growth in DKI Jakarta Regional Government's income continues to increase. In 2022, there will be a significant increase of 17.33%. Meanwhile in 2022, although it will increase compared to the previous year, it will not be as much as what happened in 2021. From the growth ratio analysis above, the financial management performance of DKI Jakarta is classified as good because the DKI Jakarta government was able to increase income growth higher than the previous year.

4. Conclusion

Analysis of the effectiveness ratio in DKI Jakarta Regional Government Finances from 2020-2022 has an average of 94.9% so it can be qualified as an effective criterion. Analysis of the efficiency ratio in DKI Jakarta Regional Government Finances from 2020-2022 has an average of 142.19%, which is classified as inefficient. In general, since 2020-2022, the efficiency ratio in each period has experienced inefficient and fluctuating criteria. Analysis of the growth ratio in DKI Jakarta Regional Government Finances from 2020-2022 has a ratio that consistently increases, with a significant increase in 2021 compared to 2020.

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