

Analysis of Budget Performance Achievements of Public Service Agency (BLU) University Of Pattimura 2019-2024

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| ARTICLE INFO | ABSTRACT |
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| <p>Article history:</p> <p>Received Apr 03, 2025 Revised Apr 05, 2025 Accepted Apr 13, 2025</p> <hr/> <p>Keywords:</p> <p>Effectiveness Efficiency Fiscal Independence Value for money</p> | <p>This study aims to evaluate the level of fiscal independence, effectiveness, and efficiency of PNB fund management at Pattimura University during the 2019–2024 period. The research method uses a quantitative descriptive approach with financial ratio analysis techniques according to the Value for Money approach. Data were obtained through documentation of budget reports and realization, observation, and interviews. The results of the study indicate that the level of fiscal independence of Pattimura University is in the good category with an average of 41.16%. The effectiveness of achieving PNB targets is classified as very effective with an average of 113.14%. Meanwhile, the efficiency of PNB fund collection shows a positive trend with a ratio of 0.02. These findings indicate that budget management at Pattimura University is increasingly accountable and performance-oriented. This study provides practical implications for strengthening higher education financial governance in the context of autonomy and BLU-based management</p> <p><i>This is an open access article under the CC BY-NC license.</i></p>  |

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1. INTRODUCTION

Public sector reforms that prioritize the principles of good corporate governance and the New Public Management (NPM) era have changed the paradigm of state financial management, including in the higher education sector. The performance-based budgeting approach is an alternative to the line-item budgeting and incremental budgeting systems that have been considered incapable of driving efficiency and performance accountability.

In the Indonesian context, regulations such as Law Number 17 of 2003 concerning State Finance and Law Number 1 of 2004 concerning State Treasury emphasize the need for outcome-oriented budgeting as a basis for budget preparation. This approach requires government agencies, including state universities, to design budgets systematically, referring to performance standards, and strengthening transparency and public accountability.

Pattimura University as one of the state higher education institutions with the status of Public Service Agency (BLU), is faced with the demands to improve financial performance independently and efficiently. As an institution that has obtained autonomy in financial management, Pattimura University is required to be able to explore internal revenue sources, manage spending rationally, and ensure that the entire budget process provides a real contribution to achieving organizational goals.

Although the achievement of PNB budget realization from 2019 to 2024 shows a positive trend, there are challenges in balancing between increasing revenue, effectiveness of target achievement, and efficiency of resource use. Good budget performance is not only reflected in high

realization achievements, but also in how optimal the inputs are used to produce outputs and outcomes.

Based on this reality, this study is important to be conducted in order to systematically measure the financial performance of Pattimura University based on the Value for Money approach, which includes economic dimensions, efficiency, and effectiveness. The formulation of the problem of this study is how high is the level of Fiscal Independence of Pattimura University in finance, how effective is the receipt of PNBPN funds at Pattimura University, How efficient is the management of PNBPN funds carried out by Pattimura University. The objectives of this study are: to measure the level of Fiscal Independence of Pattimura University, to analyze the effectiveness of PNBPN budget receipts, to assess the efficiency of PNBPN budget management in the Pattimura University environment.

2. RESEARCH METHOD

Research Approach

This study uses a descriptive quantitative approach with the aim of measuring and analyzing the financial performance of Pattimura University based on Value for Money indicators, namely effectiveness, efficiency, and fiscal independence. This approach was chosen because it is able to provide an objective picture of budget performance achievements based on numerical financial realization data.

Location and Object of Research

This research was conducted at Pattimura University, Ambon, with the object of analysis being budget revenue and expenditure data, especially Non-Tax State Revenue (PNBPN) in the 2019 to 2024 budget years.

Data Types and Sources

The type of data used is secondary data, obtained from:

- Pattimura University budget and realization report 2019–2024,
- Strategic planning documents and annual performance reports,
- Internal and external regulations and policies related to PTN-BLU financial management.

Data Collection Techniques

Data collection techniques are carried out through:

- Documentation study, to obtain budget realization data, financial performance reports, and regulatory documents.
- Observation, to understand budgeting and financial management patterns in the university environment.
- Semi-structured interviews, with relevant parties in the planning and finance divisions to obtain additional information relevant to budget management practices.

Data Analysis Techniques

Data analysis was conducted using a modified financial ratio approach from the concept of regional financial ratios according to Widodo in Halim (2009), which was adjusted to the context of State Universities (PTN). The formula used is as follows:

- Fiscal Independence Ratio

Measuring the proportion of internal revenue contribution to total revenue:

$$\text{Independence Ratio} = \frac{\text{PNBPN}}{\text{Total Budget}}$$

- Effectiveness Ratio

Measuring the university's ability to realize admission targets:

$$\text{Effectiveness Ratio} = \frac{\text{PNBPN Realization}}{\text{PNBPN Target}} \times 100\%$$

- Efficiency Ratio

Measuring the efficiency of fundraising and use:

$$\text{Efficiency Ratio} = \frac{\text{Realized Expenditure}}{\text{Realized PNBP}} \times 100\%$$

The criteria for effectiveness and efficiency refer to the Decree of the Minister of Home Affairs No. 690.900-327 of 1996, which divides the ratio into categories of very effective, effective, quite effective, to ineffective; and very efficient, efficient, to inefficient.

Conceptual Framework

This study bases the theoretical framework on the Value for Money (VfM) approach which emphasizes three main aspects: economy, efficiency, and effectiveness (3E). In accordance with Mardiasmo's opinion (2002), the ideal measurement of public sector financial performance must consider input, output, and outcome simultaneously, to ensure public budget accountability.

3. RESULTS AND DISCUSSIONS

Development of Budget Revenue and Expenditure Realization

Based on Pattimura University's budget data for 2019–2024, there has been a significant increase in the realization of Non-Tax State Revenue (PNBP). In 2019, PNBP realization reached IDR179.5 billion from a target of IDR141.4 billion (126.91%), and continues to show a positive trend until 2024 with realization reaching IDR166.7 billion or 104.77% of the target. This shows that work units at Pattimura University have the capacity to optimally mobilize internal revenue.

Meanwhile, spending realization in the same period showed an average budget absorption rate of 90.04%, indicating relatively effective budget management. Although there were fluctuations between years, spending realization remained within the acceptable efficiency range according to government standards.

Level of Fiscal Independence

The level of fiscal independence is measured by the proportion of PNBP to total revenue. The results of the analysis show an average independence ratio of 41.16%, which is included in the "good" category based on the classification of the Ministry of Home Affairs. This shows that Pattimura University has shown significant ability to finance its operational needs independently, although there is still dependence on funding from the central government (pure rupiah).

Table 1. Fiscal Independence Ratio of Pattimura University (2019–2024)

| Year | PNBP (Rp) | Total Income (Rp) | Independence Ratio |
|------|-----------------|-------------------|--------------------|
| 2019 | 179,547,916,000 | 453,707,950,000 | 0.3957 |
| 2020 | 159,742,251,000 | 355,337,374,000 | 0.4496 |
| 2021 | 178,803,336,000 | 466,232,737,000 | 0.3835 |
| 2022 | 169,321,924,000 | 380,341,206,000 | 0.4452 |
| 2023 | 172,532,782,000 | 389,428,193,000 | 0.4430 |
| 2024 | 166,781,357,000 | 473,411,738,000 | 0.3523 |

Source: UNPATTI Finance Department (processed data)

Level of Effectiveness of Income and Expenditure

Effectiveness is measured by comparing realization to budget targets. The results of the analysis show that the average ratio of effectiveness of PNBP revenue is 113.14%, which is included in the "very effective" category. This indicates good budget planning capabilities and the institution's absorption of high revenue opportunities.

On the other hand, the effectiveness of spending shows an average figure of 90.04%, which is still in the "effective" category according to the Decree of the Minister of Home Affairs No. 690.900-

327 of 1996. Although it does not reach 100%, this figure shows that most of the spending budget has been realized well.

Table 2. PNBP Effectiveness Ratio (2019–2024)

| | | | |
|------|-----------------|-----------------|--------|
| 2020 | 148,550,000,000 | 159,742,251,000 | 107.53 |
| 2021 | 148,550,000,000 | 178,803,336,000 | 120.37 |
| 2022 | 155,880,513,000 | 169,321,924,000 | 108.63 |
| 2023 | 155,977,500,000 | 172,532,782,000 | 110.61 |
| 2024 | 159,188,280,000 | 166,781,357,000 | 104.77 |

Level of Fund Management Efficiency

Efficiency is analyzed in two dimensions, namely fundraising costs and spending realization against revenues. The results of the study show that the efficiency ratio of PNBP fundraising costs reached 0.02, or only 2% of total revenues, which means it is very efficient. This shows that the increase in revenues was not followed by an increase in management costs, but instead decreased significantly since 2019.

Meanwhile, spending efficiency also shows an improving trend, with the average efficiency being below the maximum efficiency threshold of 20% as stipulated in PMK No. 22/PMK.02/2021.

Discussion: Integration of Theory and Findings

The results of this study strengthen the Value for Money theory of Mardiasmo (2002), which emphasizes the importance of integration between input, output, and outcome in public budget management. The findings show that Pattimura University not only shows effectiveness in achieving revenue and expenditure targets, but also efficiency in resource utilization, in accordance with the principles of New Public Management (Osborne & Gaebler, 1995).

Improved financial performance is also driven by internal university policies, such as the use of assets for productive businesses, the development of academic and non-academic-based business units, and strengthening accountability in budget management through the RAKERPIM and RKA-KL systems.

4. CONCLUSION

Based on the results of the analysis of Pattimura University's financial performance in the 2019–2024 period, the following conclusions can be drawn: 1) The level of fiscal independence of Pattimura University is in the "good" category with an average independence ratio of 41.16%, indicating that the institution has been able to consistently explore internal revenue sources through PNBP, especially from UKT and campus asset-based business units. 2) The effectiveness of PNBP receipts is classified as "very effective" with an average achievement of 113.14%, which reflects good budget planning and revenue absorption from work units. Pattimura University is able to meet and even exceed its annual revenue targets. 3) The efficiency of fund management is in the "very efficient" range, especially for the cost of collecting PNBP which only takes 2% of total revenue. This efficiency shows that financial management is carried out with the principle of cost-effectiveness and good control over funding support activities. 5) These findings indicate that the application of the Value for Money principle has been internalized in the financial governance of Pattimura University, in line with the demands of PTN-BLU autonomy and the New Public Management paradigm which is oriented towards results and efficiency of public services.

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