

THE IMPACT OF THE ADMINISTRATIVE SYSTEM ON THE EFFECTIVENESS OF RETRIBUTION COLLECTION AND ITS CONTRIBUTION TO THE LOCAL OWN-SOURCE REVENUE OF TAPIN REGENCY

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Abstract: Market service retribution, particularly from the market sector, is one of the strategic sources of Local Own-Source Revenue (PAD) in supporting regional development financing. However, in Tapin Regency, the management of market retribution receivables still faces various challenges, particularly related to a suboptimal administrative system. This study aims to analyze the influence of the administrative system on the effectiveness of market retribution collection and its contribution to increasing PAD in Tapin Regency. The research uses a qualitative descriptive approach, with data collected through in depth interviews with stakeholders at the Department of Trade and the Market Technical Implementation Unit (UPT Pasar). The findings indicate that limitations in the number of collectors, suboptimal distribution of retribution bills (SKRD), and the continued use of manual systems in billing and record keeping are major obstacles in retribution management. Additionally, disorganized archiving and the lack of an integrated digital system reduce the effectiveness of monitoring and accountability. Despite ongoing reform efforts through human resource development and digital application initiatives, implementation still requires careful planning and strong policy support. The study concludes that a well structured administrative system significantly influences the effectiveness of retribution collection and the realization of PAD from the market sector. Recommendations include accelerating the digitalization of the retribution system, increasing the number of collection personnel, and formulating comprehensive technical regulations for retribution implementation.

Keywords: Market Retribution; Administrative System; Local Government Receivables; Local Own-Source Revenue; Tapin Regency

1. INTRODUCTION

The administrative management of regional retributions is a key variable in enhancing the effectiveness of revenue collection and its contribution to Local Own-Source Revenue (PAD). PAD is one of the essential components in the regional financial structure that supports development implementation, public service

delivery, and fiscal independence. Among its sources, regional retributions particularly market retribution should significant potential when managed effectively. Previous studies have affirmed that "retribution is one of the sources of PAD that can make a substantial contribution to regional development if it is well-managed"(Choirul Hana & Dwi Sunarti, 2022).

Despite the promising potential of market retributions, weak administrative systems remain a major obstacle in realizing this potential. Numerous studies have shown that the realization of revenue from retributions in many regions has not reached its maximum due to underdeveloped administrative systems, manual collection methods, and a lack of integration with information technology. For example, research by (Mais & Yuniara, 2020) in Jakarta revealed that while the collection effectiveness was considered adequate, its contribution to PAD remained suboptimal due to large amounts of uncollected receivables and low compliance among payers. Similarly, a study in Magelang City found that although collection effectiveness could exceed 100%, its contribution to PAD was still relatively low only about 5.32% per year (Zahro et al., 2023). This indicates that operational effectiveness must be supported by a well-structured and integrated administrative system to maximize PAD contributions.

In Tapin Regency, South Kalimantan, the potential for market retributions is quite substantial, supported by the number of traditional markets and business facilities managed by the Department of Trade. However, the main issue lies in the weakness of administrative management in handling retribution receivables. Field studies show that the processes of assessment, collection, and payment are still conducted manually and have not been digitalized. The limited number of collection personnel and the absence of an organized archiving system have led to the accumulation of receivables, which are difficult to trace. This directly reduces the effectiveness of collection efforts and negatively affects the contribution of market retributions to the region's PAD.

Although Tapin Regency has enacted Regional Regulation Number 01 of 2024 concerning Regional Taxes and Retributions, its implementation in the field still faces challenges. This is mainly due to the absence of technical implementing regulations that define detailed procedures for retribution collection. As a result, the current practices still rely on outdated systems that do not align with modern administrative needs. The lack of system integration has become a major barrier to establishing efficient and accountable retribution management. As emphasized in recent administrative reform literature, modernizing public administration systems is essential to improving the financial performance of local governments.

Based on this background, this study aims to analyze the influence of the administrative system on the effectiveness of market retribution collection and its contribution to Local Own-Source Revenue (PAD) in Tapin Regency. This research serves as an important basis for local government evaluation in formulating strategies to strengthen administrative systems, modernize collection methods, and

develop regulatory frameworks that support the optimization of PAD from the business service retribution sector.

2. METHODS

This study employs a qualitative descriptive approach, which is considered appropriate for exploring administrative phenomena in depth and understanding complex processes that influence policy implementation and organizational performance. This approach was chosen because it allows the researcher to capture detailed insights from multiple stakeholders and to interpret the dynamics of retribution collection as experienced by those directly involved. By focusing on meaning, context, and process, this approach contributes to a more comprehensive understanding of how the administrative system affects the effectiveness of retribution collection and its contribution to Local Own-Source Revenue (PAD) in Tapin Regency.

Using purposive sampling techniques, informants were selected from officials at the Department of Trade, officers at the Market Technical Implementation Unit (UPT Pasar), and traders, totaling 27 participants. Data collection methods included in-depth interviews, direct observations, and documentation of regulations and internal reports, consistent with qualitative research characteristics that prioritize understanding phenomena from the perspective of the research subjects (Fadli, 2021).

Data analysis was conducted through an interactive model consisting of three stages: data reduction, data presentation, and conclusion drawing. This interactive model enables continuous reflection between data collection and analysis, helping to ensure validity and depth in interpreting the findings. The analysis followed qualitative methods that are inductive and aim to express phenomena holistically and contextually (Fadli, 2021).

The research locations included the Tapin Regency Department of Trade office, UPT Pasar Raya Rantau, and Pasar Binuang, which were selected based on their relevance to the market retribution collection process and the administrative practices under investigation.

3. RESULTS AND DISCUSSION

3.1. Optimization of Market Retribution Receivables Management as an Effort to Increase Local Own-Source Revenue: A Case Study of Tapin Regency

The collection of business service retribution in Tapin Regency, particularly for the provision of business premises such as wholesale markets, shops, and other business facilities, is based on Tapin Regency Regional Regulation Number 01 of 2024 concerning Regional Taxes and Retributions. This regulation details the structure and tariff rates for various services and facilities provided by the local government. However, although tariff regulations have been established, the

regulation does not yet specifically govern the technical procedures for retribution collection on the ground, creating a regulatory gap in operational implementation.

Due to the absence of implementing regulations, the Department of Trade in Tapin Regency still applies collection procedures based on previous provisions. In an interview, a functional official stated: *"We collect Market Retribution based on tariffs stipulated in Regional Regulation Number 01 of 2024, but the regulations governing technical procedures for regional retribution collection are still being developed by the Regional Revenue Agency of Tapin Regency. Therefore, in terms of shop retribution collection, we still apply the old procedures in accordance with the applicable regulations"* (Personal communication, July 12, 2025). This condition indicates that although tariff regulations have been updated, the absence of official technical guidelines causes potential inconsistencies in implementation and complicates oversight and accountability in the field.

Furthermore, challenges also arise in the implementation phase related to the issuance and distribution of retribution billing documents to payers. According to the Minister of Home Affairs Regulation Number 77 of 2020 concerning Technical Guidelines for Regional Financial Management, regional heads or authorized officials must issue documents confirming regional revenue determinations, including the Regional Retribution Assessment Letter (SKRD). However, an interview with the Head of UPT Pasar Rantau revealed that the implementation of SKRD in retribution collection has not been optimal. He stated, *"The Regional Retribution Determination has been made using SKRD, but it is not distributed every month to all shop users in Pasar Raya Rantau and Pasar Keraton. This is due to the limited number of collection officers compared to the number of traders in the market"* (Personal communication, July 15, 2025).

The limited number of collection officers affects not only SKRD distribution but also timely collection and accurate recording of retribution payments. This results in less accurate data on retribution receivables and challenges in monitoring regional revenue realization. This highlights the importance of strengthening human resources and developing more effective administrative systems, including digitalizing the issuance and delivery of SKRD directly to retribution payers. Thus, the role of collection officers can be more focused on supervision and assistance, while traders receive assessment documents in a timely and transparent manner.

A similar situation occurs at UPT Pasar Binnuang, where revenue determinations in the form of SKRD for shop, kiosk, stall, and los users have not been fully implemented due to the limited number of non-civil servant collection officers, numbering only four. This condition hinders the distribution of assessment documents and comprehensive collection processes, potentially lowering payment compliance and the optimization of retribution revenue. Therefore, increasing the number of collection officers and improving the administrative system are necessary to enable more effective and efficient retribution collection.

Besides the limited personnel, the manual methods still in use pose risks of recording errors and reduce transparency in the collection process. The Head of Administration Subdivision at UPT Pasar Rantau stated, *"Due to the limited number of collection officers, we experience difficulties in conducting comprehensive and timely collection, resulting in frequent delays in retribution deposits from traders"* (Personal communication, July 15, 2025). Therefore, enhancing human resources and implementing digital systems in retribution collection management are required to accelerate processes, improve data accuracy, and facilitate payment monitoring. These efforts are expected to increase collection efficiency while supporting the sustainable growth of Tapin Regency's Local Own-Source Revenue.

The same challenge occurs at UPT Pasar Binuang, where only two collection officers manage 196 shops. The Head of Administration Subdivision there often assists directly with collection due to the heavy workload. Additionally, declining visitor numbers in the market have caused many shops to cease operations, complicating collection efforts and outstanding payment management (Personal communication, July 22, 2025). This situation reinforces the urgent need to increase collection personnel and implement more efficient systems to overcome obstacles in market retribution collection in Tapin Regency.

The receipt process, still conducted manually, presents risks of delays and recording errors, especially due to differing deposit timeframes between UPT Pasar Rantau and Pasar Binuang. In Pasar Rantau, deposits are made daily or within a maximum of 24 hours after receipt from traders, whereas in Pasar Binuang, located further away, deposits are made only once a week. This disparity can affect cash liquidity and the timeliness of retribution revenue reporting, increase security risks during cash storage and delivery, and complicate real-time financial supervision. Therefore, strengthening cash receipt mechanisms and more integrated and efficient cash management systems are necessary to ensure transparency and accountability in market retribution revenue management.

Regarding the deposit stage, the Treasurer of the Tapin Regency Department of Trade explained that all deposits received from the revenue coordinators at each UPT Pasar are directly deposited into the Regional Treasury daily via Bank Kalsel. Deposits are made using Deposit Letters, which must be completed no later than 14:00 WITA, considering Bank Kalsel's deposit services are only available until 15:00 WITA. After the deposit process, receipt data is inputted into the SIPANDA and SIPD RI Revenue applications as part of the regional financial recording and reporting system (Personal communication, July 26, 2025). This procedure demonstrates efforts to maintain orderliness in deposits and income recording, despite still relying on manual processes for collection and delivery of deposits from each UPT.

All these findings underscore that managing market retribution receivables in Tapin Regency requires comprehensive attention from regulatory frameworks to field-level implementation.

Based on the analysis above, it is clear that optimizing the management of market retribution receivables in Tapin Regency demands serious attention across various aspects, from regulations to operational execution. This study specifically focuses on identifying structural and operational challenges in the collection of market retribution and offers policy-relevant recommendations to enhance public financial management in the region.

The existing regulatory gap is an initial barrier that must be addressed promptly to ensure legal certainty and provide clear technical guidelines for collection officers and stakeholders. Studies on the effectiveness and contribution of retribution in several regions show that although retribution can be "very effective" in achieving budget targets, its contribution to PAD often remains low due to various administrative and operational obstacles (Yakub et al., 2022).

The imbalance in workload and the limited number of collection officers are key factors undermining collection effectiveness, especially when manual methods are applied in markets with many shops and relatively distant locations. Therefore, increasing the number of collection officers and implementing digital technologies in the collection process are strategic priorities. Moreover, declining market activity increases the risk of arrears and requires adaptive, data-driven collection strategies.

On the receipt and deposit side, while integration with applications like SIPANDA and SIPD RI Revenue exists for post-deposit recording, this integration has yet to fully penetrate operational processes in the field. Accelerating the implementation of integrated digital systems from determination, collection, to deposit stages is crucial to improving transparency, data accuracy, and administrative efficiency (Suryanto & Dai, 2025).

Hence, optimizing market retribution receivables management holds significant potential to increase Tapin Regency's Local Own-Source Revenue. Digital transformation, capacity building for human resources, and strengthening technical regulations are essential to achieve these goals, thereby enhancing revenue, improving services for traders, and fostering public trust in regional financial management as a whole.

3.2. The Influence of Administrative Systems on the Effectiveness of Retribution Collection and Its Contribution to Local Own-Source Revenue in Tapin Regency

The administrative system for archiving receivable documents at the UPT (Technical Implementation Unit) of Rantau and Binnuang Markets in Tapin Regency has not been optimally organized. Despite these organizational shortcomings, information regarding delinquent debtors can still be relatively easily traced because records are consistently maintained annually using Microsoft Excel. The main weakness lies in the management of other archive documents, such as lease agreements, payment cards, and supporting files, which are piled up without a neat and organized filing system. Based on interviews with the Head of the Administration

Subdivision at UPT Rantau and Binuang Markets, it was revealed that a well-structured archiving system has not yet been established. This aligns with the statement from the source: *"The archiving of shop rental retribution documents has not been done neatly because our office does not yet have an archivist, so currently archiving is only managed by the individual collection officers, and there is no special archive room for storing market retribution documents"* (Personal communication, July 18, 2025). This situation shows that a weak administrative system can affect the effectiveness of the retribution collection process, which ultimately impacts the contribution of retribution to the Local Own-Source Revenue (PAD) of Tapin Regency. This issue also highlights the importance of human resource management, which will be discussed in the following section.

Similar issues were found at the UPT Binuang Market, as reported by the local Head of Administration Subdivision (Kasubbag TU). Disorganized document archiving and limited human resources are the main obstacles in managing administration. The absence of an archivist and a dedicated archive room causes inefficient storage and document tracing processes. In response to these problems, an interview was conducted with the Tapin Regency Trade Office, specifically the Head of the Stabilization and Trade Distribution Facilities Division, who stated: *"I have coordinated with the Secretariat Division of the Tapin Regency Trade Office to include proposals for goods needs in the 2026 Regional Goods Needs Plan to add archive cabinets and also propose additional collection officers and archivists so that market retribution documents can be archived and collected according to applicable procedures"* (Personal communication, July 21, 2025). This demonstrates institutional commitment towards administrative reform and the enhancement of collection procedures, which is expected to improve the effectiveness of market retribution and its contribution to PAD.

In the market retribution collection process, the UPT Market already has clear Standard Operating Procedures (SOPs) related to managing receivable retributions. The collection flow starts from market collectors to the Receiving Treasurer at the Tapin Regency Trade Office. However, in practice, there are still various challenges. One major issue is that some collection officers do not submit collected funds on time, which can disrupt the accuracy of recording and reporting retribution receipts. Moreover, challenges also arise in markets located far from the Trade Office, such as Tambarangan Market, Binuang Market, Batung Market, Miawa Market, Margasari Market, and Muara Muning Market. The considerable distance complicates coordination, supervision, and timely submission and archiving of documents. These practical obstacles suggest that, in addition to SOPs, technological support is necessary to bridge operational gaps, which leads to the discussion on digitalization.

Currently, market retribution recording utilizes the SIPANDA application (Regional Revenue Information System) and SIPD RI Revenue, managed centrally by the regional government. However, the implementation of these applications has not fully reached operational activities on the ground. The collection process is still

manual and relies on collection officers, which is prone to delays and potential irregularities. This highlights a gap between the administrative-level digital recording system and the conventional field collection mechanism.

In response, the Tapin Regency Trade Office has designed the Tapin Regency Trade Information System, aimed at integrating the digital retribution payment process. According to the Head of the Stabilization and Trade Distribution Facilities Division, the system includes features for sending the Regional Retribution Assessment Letter (SKRD) to traders monthly via email or WhatsApp, as well as providing electronic payment methods such as QRIS. With this system, traders no longer need to pay directly to collection officers, thus minimizing fraud risk and increasing transparency. This innovation is expected to optimize market retribution revenue and strengthen financial accountability by ensuring timely and traceable transactions.

Looking at the current state of the administrative system and the various challenges faced, it can be concluded that the main weaknesses lie in the lack of professional document organization and the lack of integration between field operational processes and available digital recording systems. This situation hinders accurate receivable data management and the effectiveness of market retribution collection. Research by (Choirul Hana & Dwi Sunarti, 2022) shows that traditional market retribution management can be improved with consistent and regulated recording, including the use of digital systems to prevent fraud. In the context of Tapin, these findings indicate that integrating digital solutions with improved archiving practices could significantly enhance collection efficiency and accountability.

The impact of a poorly organized administrative system is felt not only in technical recording but also in financial supervision and accountability processes. Disorganized archiving and lack of archivists increase the risk of losing important documents, delay data verification, and raise the potential for errors or irregularities in collection. A study on the digitalization of e-retribution applications at Kanigoro Market, Blitar Regency, found that e-retribution facilitates collection and deposit processes and reduces administrative burdens caused by manual methods (Ermawati & Mutiara, 2024). This evidence supports the argument for digital transformation in Tapin markets to enhance efficiency and reduce the risk of irregularities.

Nevertheless, improvements are starting to be seen. The initial steps taken by the Tapin Regency Trade Office to procure facilities and supporting personnel through the 2026 RKBMD (Regional Government Asset Needs Plan) indicate a serious commitment to administrative reform. Plans to increase the number of collection officers are also important to strengthen field implementation, particularly to close gaps between SOPs and technical execution. The study "Optimization of General Market Service Retribution in Blitar Regency" emphasized that internal strategies such as officer training and e-retribution implementation are significant

measures to address workload issues and improve collection efficiency (Susilo, 2022).

Furthermore, the development plan for the Tapin Regency Trade Information System that integrates online retribution payment features represents a strategic breakthrough. This innovation aims to improve recording and reporting efficiency, mitigate fraud risks, and facilitate easier access for taxpayers. In the context of Tapin, successful implementation is expected to enhance compliance, transparency, and efficiency of market retribution collection. Research on the "Implementation of e-Market Retribution Policy in Sidoarjo Regency" found that digital systems provide convenience and accelerate deposit processes (Pramesti, 2023).

From a fiscal perspective, a well-organized administrative system will directly contribute to increasing Local Own-Source Revenue (PAD). Accumulating receivables and untimely deposits have so far limited revenue potential. Modernization of the collection system is therefore an urgent need to improve regional fiscal performance. Research in Kotamobagu shows that market retribution collection and deposit systems should include internal controls and follow proper procedures to ensure adequate revenue realization (Najoan et al., 2016). In Tapin, this underscores the necessity of combining digital tools with strengthened administrative processes to maximize PAD contributions.

In conclusion, a strong administrative system forms the foundation for effective market retribution collection. Disorganized archiving and limited human resources remain challenges, but ongoing reforms and digitalization efforts offer significant promise. Successful implementation of these reforms is expected to enhance collection efficiency, increase revenue compliance, and strengthen public trust in regional fiscal governance.

4. CONCLUSIONS

The collection of business service retribution in Tapin Regency, particularly in traditional markets, is constrained primarily by the absence of operational technical regulations to implement Regional Regulation Number 01 of 2024. While retribution rates are clearly stipulated, outdated procedures, limited collection personnel, and manual billing methods reduce efficiency, cause delays, increase the risk of recording errors, and compromise transparency, especially in markets far from the administrative center. Declining trading activities further heighten arrears risk, while digital systems such as SIPANDA and SIPD RI-Revenue remain insufficiently integrated with field operations, creating gaps between recorded and actual revenues.

The administrative system for archiving receivable and retribution documents at UPT Rantau and Binuang Markets is suboptimal, with disorganized archives and the absence of archivists impeding effective supervision, verification, and data reliability. These deficiencies threaten financial accountability and the maximization of Local Own-Source Revenue (PAD).

Efforts to improve the system include proposals for additional personnel, facilities, and the development of a digital information system with online payment integration. Strengthening technical regulations, enhancing human resource capacity, and institutionalizing administrative procedures are critical to optimizing collection efficiency, data accuracy, and transparency.

This study underscores that integrating digitalization with administrative reform and regulatory support can enhance transparency, accountability, and public trust in regional financial management, thereby ensuring sustainable improvement in Tapin Regency's retribution revenue performance.

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