Banking and Management Review

State and Citizen Roles in Budget Deficit Management: A Systematic Literature Review

Fesa Putra Kristianto[1*], Peni Shoffiyati[2], and Galih Prakoso[3]

[1,2] Departement of Furniture Industry Business Management, Furniture and Wood Processing Industry Polytechnic, Kendal, Indonesia
[3] Departement of Industrial Engineering, King Saud University, Riyadh, Saudi Arabia

ABSTRACT

Background Problems: Managing state budget deficits is crucial for fiscal sustainability, particularly in emerging economies like Indonesia. Despite existing fiscal policies, gaps remain in their implementation, compounded by issues like low tax compliance, inefficient spending, and external economic shocks. **Introduction/Main Objectives:** This study investigated the role of the state and citizens in managing the budget deficit, with a focus on Indonesia's fiscal policy and the importance of public engagement in addressing fiscal challenges. **Novelty:** This research introduces a novel approach by incorporating citizen participation into fiscal deficit management, an aspect often overlooked in traditional fiscal policy frameworks. It emphasizes the role of public involvement in enhancing fiscal discipline, transparency, and accountability. **Research Methods:** A systematic literature review (SLR) was employed to synthesize studies on fiscal policy, budget management, and public participation. The review identifies best practices from both domestic and international contexts for managing fiscal deficits. **Findings/Results:** Key strategies for managing Indonesia's budget deficit include enforcing balanced budget policies, controlling expenditures, and utilizing fiscal reserves. The study highlights the crucial role of citizens in supporting these strategies through engagement in policy discussions, oversight of public spending, and promoting tax compliance. **Conclusion:** The study concludes that sustainable fiscal management requires a combination of technical policy reforms and active citizen participation. Public involvement in fiscal governance can improve transparency and enhance the effectiveness of deficit management, fostering long-term economic stability.

ARTICLE INFO

Keywords:
budget deficit_1, fiscal policy_2, public participation_3, tax compliance_4, systematic literature review_5

Submitted: 24 September 2025
Reviewed: 29 September 2025
Accepted: 9 December 2025
Published: 23 Desember

* Fesa Putra Kristianto at Departement of Furniture Industry Business Management, Furniture and Wood Processing Industry Polytechnic, Kendal, Indonesia.
E-mail address: fesa.putra@poltek-furnitur.ac.id (author#1), peni.shoffiyati@poltek-furnitur.ac.id (author#2), galih.prakoso@stu.ksu.edu.sa (author#3)

1. Introduction

The State Budget (Anggaran Pendapatan dan Belanja Negara, APBN) is a cornerstone of Indonesia's economic governance, shaping how public revenues and expenditures are allocated to meet the nation's development objectives. Achieving fiscal stability within the APBN framework is an ongoing challenge, particularly when expenditures exceed revenues, leading to a budget deficit. Such deficits, if not managed properly, can result in increased borrowing, escalating interest burdens, inflationary pressures, and a diminished ability to fund essential public services (Istiqomah & Mafruhah, 2022).

Indonesia has encountered significant fiscal pressures in recent years, particularly in the wake of the COVID-19 pandemic. In 2020, the fiscal deficit surged to IDR 947.7 trillion (6.14% of GDP), reaching its peak as the government responded to the pandemic with substantial public spending. However, since then, the deficit has gradually decreased, falling to 2.29% of GDP in 2024, signaling partial recovery and efforts toward fiscal consolidation. While this decline represents progress, the improvement does not mask underlying structural issues, including low tax compliance, a narrowing revenue base, and escalating subsidies (Ajmal, Khan, & Shad, 2021). Furthermore, external shocks, such as global market instability, fluctuating commodity prices, and climate-related disasters, exacerbate these challenges, creating a gap between ideal fiscal sustainability (*das sollen*) and the reality of Indonesia's fiscal situation (*das sein*) (Sardoni, 2024).

Although the fiscal deficit has shown a trend of narrowing recently, it remains a significant concern. The Indonesian government continues to face challenges in balancing its budget, and the structural issues persist despite recent improvements. These persistent fiscal issues underline the need for comprehensive policy strategies to address the nation's long-term fiscal sustainability (Indah Dwi Agustin, 2025).

Although the current literature provides comprehensive analyses of fiscal deficit management, numerous studies predominantly concentrate on macroeconomic models or singular fiscal instruments, frequently overlooking a holistic approach that incorporates societal engagement and context-specific challenges. Countries like Tanzania and Uzbekistan have presented inclusive fiscal frameworks emphasizing domestic financing and civic engagement (Amoatey & Hayibor, 2017), but such models remain underexplored within the Indonesian context.

This study seeks to fill that gap by systematically reviewing literature on fiscal deficit management with a dual focus: identifying cross-country best practices that can be adapted to Indonesia's fiscal structure and analyzing the role of citizen participation in enhancing fiscal discipline. The innovation of this research lies in synthesizing fiscal policy tools with civic engagement strategies,

a perspective that has been underrepresented in Indonesian public finance research. This research diverges from prior studies that predominantly focus on technocratic solutions; it incorporates both policy-driven and participatory methodologies to foster long-term fiscal sustainability (Alshaib et al., 2023).

By employing the Systematic Literature Review (SLR) method, this study provides a comprehensive examination of existing scholarly work, identifies prevailing trends, exposes inconsistencies, and offers actionable recommendations (Hijriyah, Alias, & Mohd Sahabuddin, 2024). The results aim to assist policymakers in crafting holistic fiscal strategies, reducing dependence on external debt, and enhancing public participation in budgeting processes. Ultimately, this research seeks to enhance the ongoing dialogue regarding sustainable fiscal governance in emerging economies, providing insights based on empirical evidence specifically adapted to Indonesia's distinctive fiscal context.

2. Literature Review

Fiscal deficit management can be classified into two main perspectives: macroeconomic tools and participatory governance. The macroeconomic perspective focuses on technical and policy-driven solutions, such as fiscal rules, tax reforms, and expenditure control. According to this view, deficits are managed through economic levers that directly influence government revenues and expenditures (Egan & Bergin, 2023). On the other hand, the participatory governance perspective emphasizes the role of citizens in managing fiscal deficits by enhancing fiscal literacy, ensuring transparency, and holding the government accountable for its financial decisions (Karatzimas, 2020).

A fiscal deficit occurs when a government's expenditures exceed its revenues, requiring the government to borrow or issue debt to cover the gap. The consequences of persistent fiscal deficits include rising public debt, inflationary pressures, and reduced government capacity to fund public services (al-Rubaie & Ahmed, 2023). Effective deficit management involves a combination of technical tools, such as tax reform, expenditure control, and prudent debt management, along with active citizen participation in fiscal governance to ensure long-term fiscal sustainability (Anus, Marc, & Ali, 2025).

Recent studies highlight the multidimensional nature of fiscal deficit management. It is not only a matter of applying financial policies but also requires strong governance structures that involve citizens. Studies by Mærøe, Norta, Tsap, & Pappel (2021) emphasize that citizen participation, through initiatives like participatory budgeting, enhances the transparency and accountability of fiscal processes. Furthermore, Wobst, Tanikulova, & Lueg (2025) suggest that leadership commitment to

fiscal discipline and value-based governance are pivotal in shaping fiscal outcomes at the organizational level.

However, a notable gap exists in integrating human resource management (HRM) practices into fiscal deficit management. While much of the existing research focuses on macroeconomic policy or behavioral ethics, there is limited exploration of how HRM functions, such as recruitment, training, performance evaluation, and reward systems, can operationalize participatory governance and contribute to fiscal discipline (Reina & Scarozza, 2021). This study aims to fill this gap by proposing a framework that positions HRM practices as key enablers of fiscal integrity. By integrating insights from leadership, organizational culture, and fiscal governance, this framework provides a holistic approach to managing fiscal deficits that incorporates both technical policy tools and citizen engagement.

3. Method, Data, and Analysis

This study employs a systematic literature review (SLR) approach to explore strategies for managing Indonesia's State Budget Deficit (APBN) and the roles of both the state and citizens in addressing fiscal challenges. The SLR method was selected for its systematic capacity to identify, assess, and integrate pertinent studies, thereby offering a robust empirical basis for developing evidence-based fiscal policy recommendations (Snyder, 2019).

Data Sources and Search Strategy

The literature search was conducted between March 1, 2025, and April 1, 2025, using academic databases such as Google Scholar, Scopus, and JSTOR. The search string used was “state budget deficit” OR “fiscal management” OR “national budget strategy” AND “Indonesia” OR “emerging economies” AND “fiscal policy” OR “budget strategy”. Only peer-reviewed journal articles published between 2015 and 2024 were considered. Articles not relevant to budget deficit management in Indonesia, or those not available in full-text format, were excluded (Yasin et al., 2020). Obscure literature and non-English sources were not included unless published in peer-reviewed journals. While this number may suffice for a focused thematic synthesis, expanding the scope to at least 25 studies by incorporating additional databases such as ScienceDirect, Emerald Insight, or Wiley Online would enhance the representativeness and empirical robustness of the findings, ensuring a more comprehensive and diverse perspective on the topic. From the initial set of 116 articles, 25 relevant studies were selected after duplicates and irrelevant records were removed, with the article selection process visualized using a PRISMA flow diagram. The search process followed the PRISMA 2020 guidelines, which include identification, screening, eligibility, and inclusion steps (Page, McKenzie, Bossuyt, Boutron, Hoffmann,

Mulrow, Shamseer, Tetzlaff, Akl, et al., 2021). A PRISMA flow diagram illustrating this process is included in Figure 1.

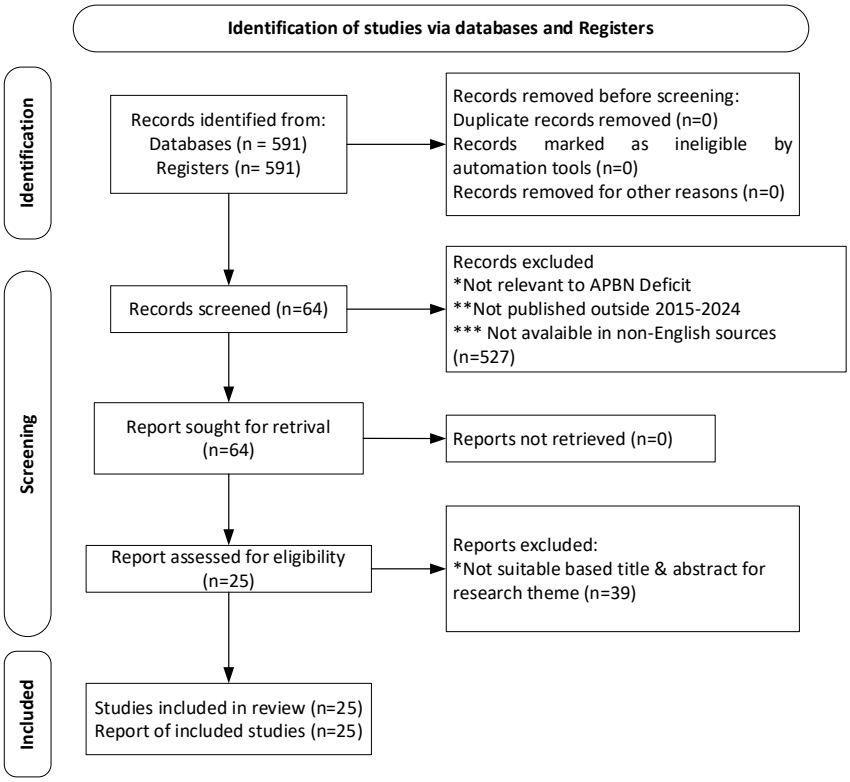


Figure 1. PRISMA 2020 flow diagram
Source: (Ramasamy, 2022)

Inclusion and Exclusion Criteria

Inclusion and exclusion criteria were established following the PRISMA protocol for systematic literature reviews, as shown in Figure 1. Studies were included if they were peer-reviewed journal articles, focused on the management of APBN deficits and fiscal strategies, and provided full-text access. Articles were excluded if they were not directly relevant to the APBN context, were not available in full-text format, lacked sufficient methodological rigor, or did not meet academic writing standards. Obscure literature, non-English sources, and studies with insufficient data were also excluded unless published in peer-reviewed journals (Page, McKenzie, Bossuyt, Boutron, Hoffmann, Mulrow, Shamseer, Tetzlaff, & Moher, 2021).

Selection and Analysis Process

Following the PRISMA guidelines, studies were included if they were peer-reviewed, focused on fiscal deficit management in Indonesia, and provided full-text access. Exclusion criteria involved studies not directly relevant to the APBN context, lacking methodological rigor, or published in non-peer-reviewed sources. Each study was assessed for its methodological design and geographic distribution. The article selection process began with an initial set of 116 articles. These articles were first screened to remove

duplicates and irrelevant records, leaving 25 studies for further in-depth review. The selection process was visualized using the PRISMA flow diagram to ensure transparency and reproducibility, capturing each stage of the review (Identification, Screening, Eligibility, and Inclusion) (Tugwell & Tovey, 2021). The studies were then analysed using thematic synthesis, a method that allows for the integration of findings across studies. The analysis identified key policy strategies, patterns, and best practices in managing fiscal deficits. Thematic categories included fiscal policy, citizen participation, and strategies for sustainable fiscal management. Each study was evaluated for its methodological design, with specific attention to whether the research was qualitative, quantitative, or mixed-methods, as well as its geographic distribution. This approach followed the PRISMA protocol, ensuring that the review was conducted in a rigorous, systematic manner, with the entire process being documented and transparent for future replication (Sarkis-Onofre, Catalá-López, Aromataris, & Lockwood, 2021).

Data Analysis

Data analysis involved categorizing the studies into thematic areas, synthesizing the key findings, and developing policy recommendations aimed at enhancing citizen participation and promoting sustainable fiscal policies (Waddington et al., 2019). The screening and selection process is outlined in the accompanying Figure 2. The 25 previously selected articles were re-filtered, considering the suitability of the title and abstract to the research theme. This process resulted in a final analysis of 18 articles.

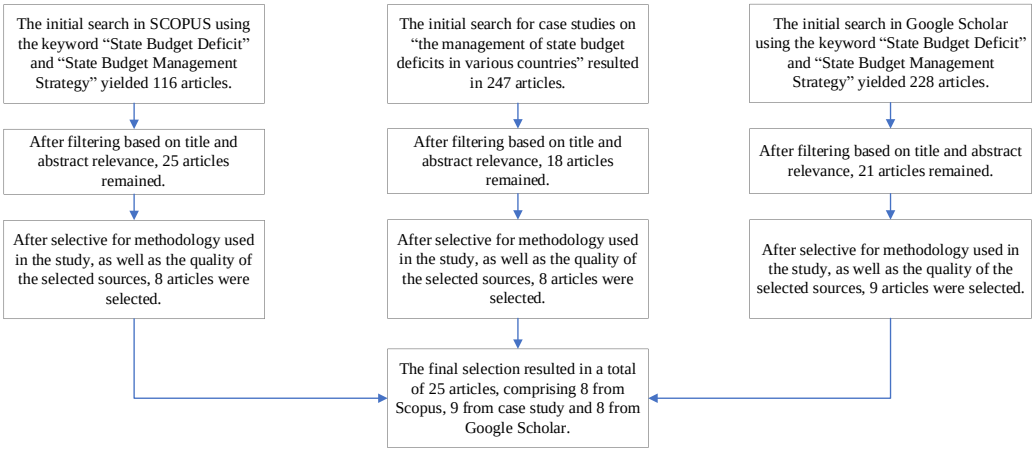


Figure 2. Article Selection and Screening Flowchart
Source: (Kristianto & Setyorini, 2024)

4. Result and Discussion

Based on a systematic literature review (SLR), 25 relevant scholarly articles were identified, comprising 8 articles from Scopus, 8 articles from the Case Study stream, and 9 articles from Google Scholar. These 25 selected articles successfully passed the initial screening process and were deemed

to meet the relevance criteria for further detailed analysis. These sources were selected through Scopus and Google Scholar databases, with the results presented in Tables 1, 2 and 3, respectively.

Table 1. Scopus Article Selection Results

No	Author & Year	Methodological Design	Geographic Distribution	Key Findings	Role in Managing the State Budget Deficit	Citizens' Role in Supporting Policies
1	(Kim & Park, 2022) State and Local Government Review	Qualitative	United States	Balanced Budget Requirements (BBR) reduce state expenditures, with technical rules more effective than political ones.	BBR mandates, such as restrictions on spending and deficit carry-overs, effectively curb waste and maintain fiscal discipline.	Citizens support balanced budgets by electing leaders committed to fiscal discipline, enhancing transparency, ensuring tax compliance, and monitoring government spending.
2	(Park & Kim, 2022) Economica Politica	Quantitative	United States	Spending stabilization rules help mitigate budget instability by maintaining stable expenditures and building rainy-day funds during surpluses.	Stabilization rules and rainy-day funds prevent severe cuts during recessions, supporting long-term fiscal sustainability.	Citizens engage in political processes, promote transparency, and support measures like rainy-day funds and policies to stabilize government expenditures.
3	(Lu & Willoughby, 2015) International Journal of Public Administration	Quantitative	United States	Performance measurement enhances budget management and transparency, even though it has only a limited direct effect on cost reduction.	Performance measurement supports resource allocation and long-term budget planning, enhancing transparency and accountability.	Citizens advocate for performance measurement systems, pushing for transparency, accountability, and more efficient government spending.
4	(Ermasova & Mikesell, 2019)	Quantitative	United States	States with separate capital	Separating capital and operational budgets, and limiting	Citizens support the budget separation, PAYG

No	Author & Year	Methodological Design	Geographic Distribution	Key Findings	Role in Managing the State Budget Deficit	Citizens' Role in Supporting Policies
	Public Finance and Management			budgets invest more in public capital projects, and PAYG rules limit capital expenditures.	debt use for capital projects, influences expenditure decisions, and fosters investment in public infrastructure.	policies, and budget transparency while advocating for responsible fiscal policies and oversight to ensure effective public investment.
5	(Van & Sudhipongpracha, 2015) Asian Affairs: An American Review	Quantitative	Vietnam	Government budget deficits had no direct impact on Vietnam's economic productivity, while Foreign Direct Investment (FDI) significantly contributed to the country's economic growth. Additionally, real interest rates showed a negative relationship with economic growth, indicating that high interest rates hindered productivity.	The study shows that while Vietnam has one of the highest budget deficits in Southeast Asia, but the deficits did not directly affect economic performance. Instead, effective use of government resources, particularly through attracting FDI, played a more pivotal role.	The article implies that Vietnam's economic liberalization and the reforms under Doi Moi have created an environment that encouraged FDI, indicating that the citizens, through supporting liberalization policies, indirectly contributed to the nation's economic growth by fostering a conducive business environment.
6	(Musa et al., 2023) Sustainability	Quantitative	34 welfare countries and 44 non-welfare countries	In welfare countries, budget deficits boost growth at lower quantiles,	The study shows that the effectiveness of budget deficits depends on the country's welfare status. In welfare countries, deficits can promote	Citizens in welfare countries benefit from stronger governance, which leads to more effective use of budget deficit

No	Author & Year	Methodological Design	Geographic Distribution	Key Findings	Role in Managing the State Budget Deficit	Citizens' Role in Supporting Policies
				while their impact weakens at higher quantiles. In non-welfare countries, budget deficits consistently hinder growth. Strong governance improves growth in both groups but may slow it at higher quantiles due to a focus on wealth redistribution and environmental issues.	growth, whereas in non-welfare countries, they tend to impede growth. Additionally, the quality of governance plays a crucial role in moderating this relationship.	funds, and enhanced growth. However, in non-welfare countries, weak governance hampers the effective use of budget deficits, making it harder to stimulate growth. The study implies that improvements in governance quality can help non-welfare countries better manage budget deficits and foster economic growth.
7	(Abbasova, İsmayılov, & Trusova, 2023) Scientific Bulletin of Mukachevo State University Series "Economics"	Quantitative	Ukraine	The agricultural sector has become a significant source of budget revenue for Ukraine, with surplus revenues over expenditures. However, state support for the sector has been declining, and international aid has become a	The agricultural sector plays a vital role in replenishing the state budget, particularly when other sectors face difficulties due to the war. However, the study suggests that market instruments like bonds are not the best long-term solution for financing the budget deficit, given the growing public debt.	The agricultural sector's contributions to the budget, through taxes and job creation, are essential for Ukraine's financial stability. The study underscores the importance of supporting this sector with both financial and non-financial measures to ensure sustainable growth and reduce its reliance on external debt.

No	Author & Year	Methodological Design	Geographic Distribution	Key Findings	Role in Managing the State Budget Deficit	Citizens' Role in Supporting Policies
				crucial component of the country's budget during wartime.		
8	(Irwin, 2016) A Collection of Reviews on Savings and Wealth Accumulation	Quantitative	United States and European	Governments differ in how they define and measure debt and deficits, with some using cash accounting while others adopt accrual accounting, which provides a more comprehensive view of government finances. However, fiscal rules can sometimes lead to manipulation of fiscal data through off-balance-sheet transactions or creative accounting methods.	The paper highlights how fiscal rules can constrain government borrowing but may encourage governments to shift debt and deficit outside the official budget through creative accounting. This has significant implications for accurately managing state budget deficits.	The study suggests that budgetary transparency is critical, as greater transparency can reduce the likelihood of governments engaging in fiscal manipulation. Citizens play a crucial role by demanding transparency, which in turn discourages the use of off-balance-sheet maneuvers to circumvent fiscal rules.

Source: Scopus data that has been processed from Scopus articles

Table 2. Google Scholar Article Selection Results

No	Author & Year	Methodological Design	Geographic Distribution	Key Findings	Role in Managing the State Budget Deficit	Citizens' Role in Supporting Policies
1	(Speian, 2022) Eurome ntor Journal	Quantitativ e	Republic of Moldova	Government securities, particularly during the COVID-19 pandemic, were crucial for deficit financing. Reforms like auction transparency improved market liquidity and investor confidence.	Developing domestic securities markets and implementin g transparent fiscal strategies is vital for sustainable deficit financing.	Citizens support public debt management through participation in domestic capital markets, promoting financial education, and advocating for transparency in debt strategies.
2	(Shi, 2016) Journa l of Public Budge ting, Accou nting and Financ ial Manag ement	Qualitative	United States	U.S. states used strategies like rainy day funds, federal aid, revenue increases, and expenditure cuts during the 2008 recession. Balanced approaches were more sustainable.	States implemented a mix of reserve funds, federal aid, and balanced fiscal policies.	Citizens support fiscal strategies by accepting tax increases, monitoring spending, advocating for strategic fund use, and backing debt-reduction measures.
3	(Feiveso n, 2015) Journal of Public Economi cs	Quantitativ e	United States	Strict balanced budget rules exacerbated fiscal crises, while flexible policies helped mitigate economic downturns.	Flexible fiscal policies, such as smoothing expenditures, reduce recessionary effects.	Citizens improve tax compliance, support expenditure optimization, and promote fiscal discipline and transparency.
4	(McShe a & Cordes, 2019) The Palgrave Handbo ok of	Qualitative	United States	The 2007-2009 recession led to budget deficits, particularly in states with structural imbalances. Federal aid	States employed spending cuts, borrowing, and tax increases to	Citizens support deficit management through tax compliance, engagement in policy discussions, and backing cost-

No	Author & Year	Methodological Design	Geographic Distribution	Key Findings	Role in Managing the State Budget Deficit	Citizens' Role in Supporting Policies
	Government Budget Forecasting			temporarily alleviated pressures.	manage deficits.	saving measures and fiscal reforms.
5	(Kiliman i, Heerden , & Bohlma nn, 2015) Water Resourc es and Economi cs	Quantitativ e	United States	Environmental taxes showed limited fiscal impact but were valuable for policy.	Environment al taxes contribute to broader fiscal strategies, even though they have a limited effect on deficits.	Citizens support tax reforms and fiscal policies aimed at reducing deficits, advocating for long-term sustainability.
6	(Mattso n, 2020) SSRN Electron ic Journal	Quantitativ e	United States	U.S. states faced significant deficits in FY 2005, with minimal revenue growth. Federal aid temporarily alleviated pressures, but long-term challenges remained.	States implemented spending cuts and tax increases but struggled with persistent structural imbalances.	Citizens play a key role in supporting deficit reduction policies through tax compliance and backing for expenditure and tax policy reforms.
7	(Wolf & Sands, 2016) Educatio n Policy Analysis Archives	Quantitativ e	United States	States used various fiscal strategies, including spending cuts, tax increases, borrowing, and surplus reserves, to manage deficits.	Diverse fiscal strategies, including targeted cuts and borrowing, were employed to address deficits.	Citizens support fiscal strategies through participation in elections, advocacy for fiscal transparency, and promoting the use of contingency funds and relaxed balanced budget rules.
8	(Bajo-Rubio & Gómez-	Mixed Method	Spain	The study finds that both tax increases and	The paper demonstrates that both	Citizens indirectly endorse fiscal policies via their

No	Author & Year	Methodological Design	Geographic Distribution	Key Findings	Role in Managing the State Budget Deficit	Citizens' Role in Supporting Policies
	Plana, 2025) International Economics and Economic Policy			spending cuts reduce the government deficit as a percentage of GDP, but at the cost of lower GDP and higher unemployment. Raising income taxes has the worst effect on the economy, while raising indirect taxes has a milder effect. Spending cuts, especially in public education and health, result in larger declines in output and employment.	expenditure reductions and tax augmentations contribute to the mitigation of the government deficit, albeit with detrimental impacts on economic growth and employment. The choice between tax-based or spending-based adjustments depends on the trade-offs between immediate fiscal relief and long-term economic stability.	consumption patterns and the labor market. For instance, tax increases affect disposable income and consumption, while spending cuts impact public services. The study suggests that a balanced approach that minimizes the negative effects on citizens' welfare is crucial for sustainable fiscal consolidation.

Source: Google Scholar data that has been processed from Google Scholar articles

A review of 16 selected articles (8 Scopus-indexed and 8 from Google Scholar) concerning the national budget deficit (APBN) identified ten key fiscal strategies applicable to the Indonesian context:

1. Mandating a Balanced Budget

   The government can require a balanced budget as a fundamental rule in preparing the national budget, ensuring that expenditures align with national revenue, and preventing a continuous deficit (Kim & Park, 2022).

2. Expenditure Control and Additional Expense Management

   Strict rules should be established to limit additional spending beyond the approved budget, ensuring financial discipline and preventing wastage (Ermasova & Mikesell, 2019).

3. Prohibiting Carry-Over Deficits

Regulations should be introduced to prevent deficits from being carried over to the following fiscal year, forcing the government to resolve deficit issues within the current year and avoid continuous debt accumulation (Speian, 2022).

4. Utilizing the Rainy-Day Fund

   The government can establish and utilize a rainy-day fund to address deficits during recessions or crises, helping to stabilize the budget without the need for drastic public spending cuts (Shi, 2016).

5. Implementing Expenditure Stabilization Rules

   The government should adopt stabilization rules to ensure that public spending remains stable despite fluctuations in national income, maintaining economic balance (Lu & Willoughby, 2015).

6. Managing Surplus Revenue

   In cases of revenue surplus, funds should be allocated to increase reserves or one-time projects, avoiding long-term dependency on often inaccurate revenue projections (Irwin, 2016).

7. Raising Taxes

   Tax increases, such as on income or sales, may be implemented to boost government revenue and cover the deficit. However, such measures must consider their impact on the public, especially low-income groups (Abbasova et al., 2023).

8. Prudent Debt Management

   Managing national debt wisely is crucial to addressing the deficit without adding long-term fiscal burdens. Debt should be limited to funding productive investments that support economic growth, rather than for operational expenses (Speian, 2022).

9. Budget Structure Reform

   The government should reform the budget structure to improve efficiency and maximize existing resources. This reform should focus on eliminating inefficient expenditures and directing funds more strategically (Van & Sudhipongpracha, 2015).

These strategies provide a comprehensive approach to managing the APBN deficit and ensuring long-term fiscal sustainability. By implementing these measures, the government can maintain fiscal balance and support economic growth. However, successful management relies on active citizen participation. The next step is reviewing journals on the role of citizens in supporting government policies addressing the APBN deficit. This review will help define how citizens can contribute and how to effectively communicate strategies for managing the deficit (Muslim, Bata Ilyas, & Sani, 2024). The

following outlines the role of citizens in supporting government efforts.

1. Mandating a Balanced Budget

   Citizen's Role:

   - Support the balanced budget policy by participating in elections and voting for leaders committed to fiscal discipline.
   - Engage in political processes such as public discussions and consultation forums to support responsible fiscal decision-making (Ermasova & Mikesell, 2019).

2. Expenditure Control and Additional Expenditure Management

   Citizen's Role:

   - Monitor government expenditures by utilizing democratic rights through media and civil society organizations.
   - Support fiscal reform policies that emphasize efficiency and the elimination of wasteful government spending (Abbasova et al., 2023).

3. Utilizing the Rainy-Day Fund

   Citizen's Role:

   - Increase awareness about public debt management and support policies that ensure annual deficit management without accumulation.
   - Reduce reliance on debt by participating in discussions about alternative fiscal policies (Ermasova & Mikesell, 2019).

4. Utilizing the Rainy-Day Fund

   Citizen's Role:

   - Raise awareness about the rainy-day fund and advocate for transparency in its use during crises.
   - Support the creation and management of emergency funds, recognizing their strategic role in stabilizing the budget (Shi, 2016).

5. Implementing Expenditure Stabilization Rules

   Citizen's Role:

   - Maintain fiscal discipline by supporting data-driven expenditure rules and controls to prevent dependence on economic fluctuations.
   - Support stable budget management policies and contribute feedback in public policy forums (Van & Sudhipongpracha, 2015).

6. Managing Surplus Revenue

   Citizen's Role:

- Advocate for the use of surpluses for one-time projects, rather than long-term programs, to avoid creating structural dependency.
- Support the allocation of funds based on performance results, rather than political promises (Lu & Willoughby, 2015).

7. Adopting Fiscal Austerity Measures

   Citizen's Role:

   - Support strategic expenditure cuts, including public service efficiency improvements.
   - Participate in national austerity programs, such as reducing misguided subsidies (Shi, 2016).

8. Raising Taxes

   Citizen's Role:

   - Increase tax compliance by ensuring timely reporting and payment of taxes.
   - Comply with tax increase policies and support fiscal education on the importance of taxes for the sustainability of national programs (Yu, Zhou, Jiang, & Liu, 2025).

9. Prudent Debt Management

   Citizen's Role:

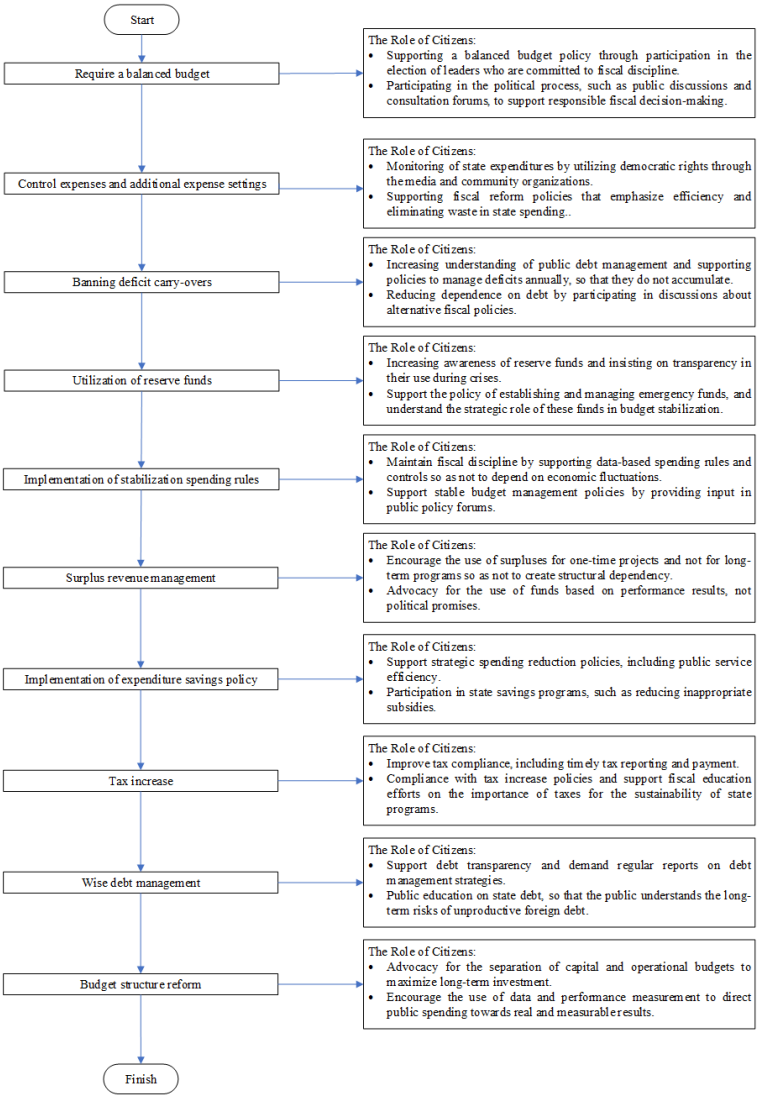
   - Support debt transparency and demand regular reports on debt management strategies.
   - Educate the public on the long-term risks associated with non-productive foreign debt (Speian, 2022).

10. Reforming the Budget Structure

    Citizen's Role:

    - Advocate for the separation of capital and operational budgets to maximize long-term investment.
    - Encourage the use of data and performance metrics to direct public expenditure toward measurable and tangible results (Shi, 2016).

Figure 3. Government Policies and Citizens' Roles in Addressing State Budget Deficits



Source: Data that has been processed from Scopus and Google Scholar articles

In conclusion, this study underscores that effective management of the APBN deficit requires more than technical fiscal policies, it must be supported by active public participation. Strategic measures such as expenditure control, tax optimization, and prudent debt management are more impactful when coupled with citizen engagement in governance processes. To build long-term economic resilience, it is important to improve fiscal literacy, make budgets more open, and get more people involved in civic life**.** (Idrus, 2024).

This study's findings suggest that managing the state budget deficit requires a multi-faceted approach. While fiscal strategies such as expenditure control, tax optimization, and prudent debt management are essential for deficit reduction, successful implementation also hinges on active citizen participation. As evidenced by various studies, the role of citizens in fiscal governance, ranging from supporting balanced budget policies to monitoring government expenditure and tax compliance,

cannot be overstated (Abbasova et al., 2023). This perspective is further reinforced by comparative evidence presented in Table 3, which outlines case study articles from various countries.

Table 3. Selection Results of Case Study Articles on Strategies for Managing State Budget Deficits in Various Countries

No	Author & Year	Methodological Design	Fiscal Deficit Management Strategies Across Countries
1	(Zaynalov & Fattoev, 2024) International Journal for Gospodarka I Innowacje	Quantitative	Uzbekistan Relies on external borrowing for over half of its deficit, with risks of foreign currency debt and inflation. Recommends increasing domestic bond use and improving tax efficiency to reduce long-term fiscal imbalances.
2	(Syamsurijal, Sugandi, Sumaryana, & Ismanto, 2023) Bulletin of Monetary Economics and Banking	Mixed-Methods	Indonesia Uses automatic stabilizers and discretionary policies, particularly income and consumption taxes. The country suggests flexible fiscal rules and a strong legal framework to enhance crisis response and recovery, particularly during economic downturns like COVID-19.
3	(Okah, Chukwu, & Ananwude, 2019) Asian Journal Economics, Business and Accounting	Quantitative	Nigeria Focuses on debt financing and capital expenditure to foster growth. The report recommends directing deficit financing towards productive investments and strengthening domestic revenue sources to improve debt sustainability.
4	(Nguyen & Darsono, 2022) Journal of Accounting and Investment	Quantitative	ASEAN countries It was discovered that while fiscal deficits financed large-scale projects, they also led to imbalances in the 1980s and 1990s. The report recommends increasing domestic savings and implementing fiscal adjustments like spending cuts and currency devaluation to stabilize economies.
5	(Kisava & Myovella, 2018) Pressacademia	Mixed-Methods	Tanzania Persistent deficits led to high inflation, particularly when financed by money creation. The report advocates for avoiding monetization, boosting output (especially agriculture), and improving debt management for fiscal sustainability.
6	(Bui, 2018) Eurasian Economic Review	Quantitative	United States Rising deficits lower national savings, raise interest rates, and crowd out private investment. The need for sound fiscal policies to manage deficits and mitigate long-term inflation risks is emphasized.
7	(Kurantin, 2017) European Scientific Journal	Quantitative	Ghana Persistent deficits, mainly financed by external borrowing, hinder economic growth by reducing private investment. The report suggests fiscal reforms such as broadening the tax base, reducing unproductive

No	Author & Year	Methodological Design	Fiscal Deficit Management Strategies Across Countries
			spending, and focusing on sustainable debt management to ensure long-term stability.
8	(Eminer, 2015) The 2015 WEI International Academic Conference Proceedings Viena, Australia	Quantitative	North Cyprus The study discusses the differences between developing and developed countries in fiscal policy strategies. Developing countries tend to use expansionary fiscal policies, often leading to higher budget deficits. In contrast, developed countries focus on low inflation policies. The impact of budget deficits on economic growth varies, with productive government spending leading to positive outcomes and non-productive spending causing negative effects on economic growth.
9	(Akgay, Alper, & Ozmucur, 2018) Inflation and disinflation in Turkey	Quantitative	Turkey The study notes that fiscal policies vary across countries, especially between developing and developed nations. Developing countries often opt for expansionary fiscal policies, which increase budget deficits, while developed countries tend to prioritize low inflation. The sustainability of fiscal policies depends on the ability to manage deficits, and the study highlights that in Turkey, a balance of fiscal austerity and investment is crucial to avoid inflationary risks.

Source: The source is data extracted and processed from Google Scholar articles.

Fiscal Strategy and Public Participation

Integrating citizens into fiscal management is a new and important aspect of Indonesia's deficit reduction strategy. Implementing a balanced budget, for example, requires not only government commitment but also citizen involvement in the electoral process and public policy forums, where they can hold leaders accountable. Similarly, controlling expenditures and managing discretionary spending becomes more effective when citizens engage with the media and civil society organizations to monitor government spending (Musa et al., 2023).

The concept of utilizing the rainy-day fund is particularly relevant in this context, as it emphasizes the importance of fiscal transparency. Citizens need to understand and advocate for the strategic use of these funds, especially during crises, to prevent unsustainable debt accumulation (Shi, 2016).

The framework developed in this study illustrates the interaction between fiscal policy tools (e.g., expenditure control, tax reforms) and citizen engagement (e.g., tax compliance, policy advocacy, budget transparency). These elements work together to enhance fiscal discipline and reduce budget deficits. Citizen engagement not only ensures the effective implementation of fiscal policies but also promotes transparency and accountability, ultimately contributing to long-term fiscal sustainability.

This model, tailored for Indonesia's context, underscores the need for a dual approach combining both technical policy reforms and active public participation (Arif & Arif, 2023).

Prudent Debt Management and Fiscal Austerity

The study also highlights the importance of prudent debt management. In Indonesia's case, prudent debt policies should focus on financing investments that contribute to long-term economic growth, not just operational costs. This aligns with findings from Speian (2022), who stated that public education on debt risks is essential for improving citizen understanding of fiscal policy.

Fiscal austerity measures also play a role in this context, as reducing non-productive expenditures and encouraging public participation in austerity programs can lead to more sustainable fiscal policies. The integration of performance-based budgeting, as suggested by Lu & Willoughby (2015), further complements these efforts by ensuring that resources are allocated efficiently.

Comparative Analysis with International Practices

In comparing Indonesia's fiscal strategies to those of other countries, we observe several points of divergence and convergence. Countries like Uzbekistan and Tanzania, for example, have adopted strategies focusing on the domestic debt market to reduce dependence on foreign borrowing, whereas Indonesia's strategy emphasizes the role of public participation in budgeting and fiscal decision-making (Zaynalov & Fattoev, 2024). Indonesia's emphasis on public participation and budget transparency aligns with best practices observed in Malaysia and Thailand, where public engagement in the budgeting process has improved fiscal management following economic crises (Kim & Park, 2022). In contrast, countries like Nigeria and Ghana still face challenges related to political spending, which crowds out productive investments (Kilimani et al., 2015).

Policy Implications and Recommendations

The study suggests several improvements for Indonesia's fiscal strategy, including strengthening legal frameworks for automatic fiscal stabilizers, expanding the domestic bond market and reducing reliance on foreign loans, increasing fiscal literacy to improve public accountability and engagement, and redirecting government spending toward productive sectors to stimulate economic growth. These findings are consistent with the economic theories on deficit financing and fiscal sustainability and contribute to the broader discourse on integrating citizen participation with fiscal governance (Mawejje & Odhiambo, 2020).

While this study synthesizes global best practices, it limits the generalizability of these findings to Indonesia's unique fiscal landscape. Several biases may influence the results, such as the exclusion of grey literature and non-English sources, which could limit the diversity of perspectives. Additionally, heterogeneity exists in fiscal policies and economic contexts across countries, which could influence

the applicability of certain strategies. For instance, while participatory governance may be effective in European contexts, it may face challenges in Indonesia due to differing political dynamics and governance structures. Therefore, while the review provides useful insights, these findings should be adapted to the Indonesian context, considering local economic, political, and cultural factors (Hartling et al., 2017).

5. Conclusion and Suggestion

Managing a state budget deficit is a critical task for ensuring fiscal stability and long-term economic sustainability, especially in emerging economies like Indonesia. According to the 2023 Corruption Perceptions Index (CPI), regions such as Western Europe and the European Union scored an average of 65 out of 100, making them the least corrupt globally. In contrast, sub-Saharan Africa scored the lowest with 33, highlighting the disparity in corruption levels across regions. Effective deficit management, combined with robust anti-corruption measures, is essential for economic growth and institutional integrity. Integrating effective fiscal strategies with public involvement can lead to a more resilient and sustainable fiscal framework.

This study concludes that managing Indonesia's state budget deficit (APBN) requires more than just technical fiscal strategies. It emphasizes the importance of public participation in governance, where active citizen engagement in fiscal processes and monitoring plays a pivotal role in fiscal discipline. The research highlights that fiscal policies such as expenditure control, tax reforms, and prudent debt management, when coupled with citizen participation, are essential for achieving fiscal sustainability.

From a theoretical perspective, the study will clarify the importance of integrating citizens into fiscal governance frameworks. Practically, the findings suggest that policymakers should focus on strengthening the legal framework for fiscal management, improving tax compliance, and expanding domestic financing mechanisms to reduce dependency on foreign debt.

However, the study's reliance on secondary data limits its scope**.** Future research should utilize empirical methods such as surveys or case studies to evaluate the direct influence of citizen participation on fiscal outcomes. Additionally, comparative studies across different countries could provide offer helpful information about how varying institutional contexts influence the effectiveness of public involvement in fiscal management strategies.

Acknowledgement

The authors would like to express gratitude to the Polytechnic of Furniture and Wood Processing Industry for its support and assistance in conducting this research.

Reference

Abbasova, S., İsmayılov, V., & Trusova, N. (2023). Problems of financing the state budget deficit. *Scientific Bulletin of Mukachevo State University Series "Economics," 10*(4), 9–19. https://doi.org/10.52566/msu-econ4.2023.09

Ajmal, M. M., Khan, M., & Shad, M. K. (2021). The global economic cost of coronavirus pandemic: current and future implications. *Public Administration and Policy*, *24*(3), 290–305. https://doi.org/10.1108/PAP-10-2021-0054

Akgay, O. C., Alper, C. E., & Ozmucur, S. (2018). Budget deficit, inflation and debt sustainability: Evidence from Turkey, 1970-2000. In *Inflation and disinflation in Turkey* (pp. 83–102). Routledge.

al-Rubaie, Q. L. A., & Ahmed, A. S. (2023). Measuring and analyzing the repercussions of public debt in financing the general budget deficit for the iraqi economy after 2003 using the (Eviews) program. *Materials Today: Proceedings*, *80*, 3144–3154. https://doi.org/10.1016/j.matpr.2021.07.180

Alshaib, B. M., Al khatib, A. M. G., Nuta, A. C., Hamra, M., Mishra, P., Gautam, R., … Zamfir, C. G. (2023). Fiscal Sustainability and Its Implications for Economic Growth in Egypt: An Empirical Analysis. *Sage Open*, *13*(4). https://doi.org/10.1177/21582440231215983

Amoatey, C., & Hayibor, M. V. K. (2017). Critical success factors for local government project stakeholder management. *Built Environment Project and Asset Management*, *7*(2), 143–156. https://doi.org/10.1108/BEPAM-07-2016-0030

Anus, M., Marc, A., & Ali, A. (2025). The Dynamics of Budget Deficits: Growth, Governance, And Debt Sustainability in Developing Economies. *Contemporary Journal of Social Science Review*, *3*(2), 2669–2675.

Arif, A., & Arif, U. (2023). Institutional Approach to the Budget Deficit: An Empirical Analysis. *Sage Open*, *13*(2). https://doi.org/10.1177/21582440231171297

Bajo-Rubio, O., & Gómez-Plana, A. G. (2025). Austerity and asymmetries in the fiscal policies of the Eurozone: the case of Southern Europe. *International Economics and Economic Policy*, *22*(2), 33. https://doi.org/10.1007/s10368-025-00658-8

Bui, D.-T. (2018). Fiscal policy and national saving in emerging Asia: challenge or opportunity? *Eurasian Economic Review*, *8*(2), 305–322. https://doi.org/10.1007/s40822-018-0092-6

Egan, P., & Bergin, A. (2023). The impact of government spending on Ireland's housing and residential market – Targeted vs economy-wide stimulus. *Journal of Policy Modeling*, *45*(3), 552–569. https://doi.org/10.1016/j.jpolmod.2023.05.005

Eminer, F. (2015). The impact of budget deficit on economic growth in North Cyprus. *The 2015 WEI International Academic Conference Proceedings. Vienna, Australia*, *8*.

Ermasova, N., & Mikesell, J. L. (2019). Public Capital Budgeting and Management: The Concept and Its Application in Three Important Federations. *Public Finance and Management*, *19*(3), 175–199. https://doi.org/10.1177/152397211901900301

Feiveson, L. (2015). General revenue sharing and public sector unions. *Journal of Public Economics*, *125*, 28–45. https://doi.org/10.1016/j.jpubeco.2015.03.004

Hartling, L., Featherstone, R., Nuspl, M., Shave, K., Dryden, D. M., & Vandermeer, B. (2017). Grey literature in systematic reviews: a cross-sectional study of the contribution of non-English reports, unpublished studies and dissertations to the results of meta-analyses in child-relevant reviews. *BMC Medical Research Methodology*, *17*(1), 64. https://doi.org/10.1186/s12874-017-0347-z

Hijriyah, L., Alias, A., & Mohd Sahabuddin, M. F. (2024). Exploring walkability research trends based on systematic literature review (SLR) by applying PRISMA. *Open House International*, *49*(1), 63–121. https://doi.org/10.1108/OHI-02-2023-0031

Idrus, A. (2024). Exploring Public Finance Policies: A Qualitative Inquiry into Fiscal Policy Analysis, Government Financial Management, and Public Sector Financial Health. *Golden Ratio of Finance Management*, *4*(2), 87–99. https://doi.org/10.52970/grfm.v4i2.481

Indah Dwi Agustin, I. D. A. (2025). The Influence of Budget Deficit, Government Spending, and Foreign Debt on Indonesia's Economic Growth. *Journal of Current Studies in SDGs*, *1*(2), 30. https://doi.org/10.63230/jocsis.1.2.30

Irwin, T. C. (2016). Defining the Government's Debt and Deficit. In *A Collection of Reviews on Savings and Wealth Accumulation* (pp. 139–162). Wiley. https://doi.org/10.1002/9781119158424.ch6

Istiqomah, N., & Mafruhah, I. (2022). The effect of budget deficit in Indonesia: A comparative study. *Economics Development Analysis Journal*, *11*(1), 110–119.

Karatzimas, S. (2020). The beneficial role of government accounting literacy in developing participatory citizens. *Accounting Education*, *29*(3), 229–246. https://doi.org/10.1080/09639284.2020.1737547

Kilimani, N., Heerden, J. van, & Bohlmann, H. (2015). Water taxation and the double dividend hypothesis. *Water Resources and Economics*, *10*, 68–91. https://doi.org/10.1016/j.wre.2015.03.001

Kim, S., & Park, S. (2022). How Do Balanced Budget Rules Impact Fiscal Performance Based On Revenue Structure?: Evidence From U.S. States. *State and Local Government Review*, *54*(2), 146–164. https://doi.org/10.1177/0160323X221094805

Kisava, Z. S., & Myovella, G. A. (2018). Budget deficit and inflation in Tanzania: ARDL bound test approach. *Pressacademia*, *7*(1), 83–88. https://doi.org/10.17261/Pressacademia.2018.797

Kristianto, F. P., & Setyorini, D. (2024). Potensi Pengolahan Mineral Lumpur Sidoarjo: A Systematic Literature Review. *JURNAL TEKNOLOGI KIMIA MINERAL*, *3*(1), 10–19. https://doi.org/10.61844/jtkm.v3i1.775

Kurantin, N. (2017). The effects of budget deficit on economic growth and development: The experience of Ghana (1994–2014). *European Scientific Journal, ESJ*, *13*(4), 2–16.

Lu, E. Y., & Willoughby, K. (2015). Performance Budgeting in American States: A Framework of Integrating Performance with Budgeting. *International Journal of Public Administration*, *38*(8), 562–572. https://doi.org/10.1080/01900692.2014.949751

Mærøe, A. R., Norta, A., Tsap, V., & Pappel, I. (2021). Increasing citizen participation in e-participatory budgeting processes. *Journal of Information Technology & Politics*, *18*(2), 125–147. https://doi.org/10.1080/19331681.2020.1821421

Mattson, G. (2020). Fiscal Stress, Small Towns, and Professionalism: An Analysis of Post-Recessionary Budgetary Retrenchment Policy among Rural Ohio Rustbelt Towns. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.3704516

Mawejje, J., & Odhiambo, N. M. (2020). The determinants of fiscal deficits: a survey of literature. *International Review of Economics*, *67*(3), 403–417. https://doi.org/10.1007/s12232-020-00348-8

McShea, M., & Cordes, J. (2019). *Forecasting Post-Crisis Virginia Tax Revenue*. https://doi.org/10.1007/978-3-030-18195-6_9

Musa, K., Ali, N., Said, J., Ghapar, F., Mariev, O., Mohamed, N., & Tahir, H. M. (2023). Does the Effectiveness of Budget Deficit Vary between Welfare and Non-Welfare Countries? *Sustainability*, *15*(5), 3901. https://doi.org/10.3390/su15053901

Muslim, M., Bata Ilyas, Muh. F. G., & Sani, A. (2024). Analysis of Fiscal Policy and Financial Sustainability in Improving the Country's Economic Stability. *Vifada Management and Social Sciences*, *2*(2), 36–55. https://doi.org/10.70184/yessman2024

Nguyen, H. T., & Darsono, S. N. A. C. (2022). The Impacts of Tax Revenue and Investment on the Economic Growth in Southeast Asian Countries. *Journal of Accounting and Investment*, *23*(1), 128–146. https://doi.org/10.18196/jai.v23i1.13270

Okah, J. O., Chukwu, K. O., & Ananwude, A. C. (2019). Deficit Financing and Economic Growth in Nigeria: 1987-2017. *Asian Journal of Economics, Business and Accounting*, 1–13. https://doi.org/10.9734/ajeba/2019/v12i130140

Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., … Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *BMJ*, n71. https://doi.org/10.1136/bmj.n71

Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., … Moher, D. (2021). Updating guidance for reporting systematic reviews: development of the PRISMA 2020 statement. *Journal of Clinical Epidemiology*, *134*, 103–112. https://doi.org/10.1016/j.jclinepi.2021.02.003

Park, S., & Kim, S. (2022). The Effects of Fiscal Rules Based on Revenue Structure: Evidence from U.S State Governments. *Economia Politica*, *39*(3), 763–781. https://doi.org/10.1007/s40888-022-00274-8

Ramasamy, A. (2022). Prisma 2020: key changes and implementation aspects. *Journal of Oral and Maxillofacial Surgery*, *80*(5), 795–797.

Reina, R., & Scarozza, D. (2021). Human Resource Management in the Public Administration. In *Organizational Development in Public Administration* (pp. 61–101). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-030-43799-2_3

Sardoni, C. (2024). Public spending and growth: A simple model. *Structural Change and Economic Dynamics*, *69*, 56–62. https://doi.org/10.1016/j.strueco.2023.12.002

Sarkis-Onofre, R., Catalá-López, F., Aromataris, E., & Lockwood, C. (2021). How to properly use the PRISMA Statement. *Systematic Reviews*, *10*(1), 117. https://doi.org/10.1186/s13643-021-01671-z

Shi, Y. (2016). State budget shortfalls and budget balancing strategies during and after the great recession of 2008. *Journal of Public Budgeting, Accounting & Financial Management*, *28*(1), 26–47. https://doi.org/10.1108/JPBAFM-28-01-2016-B003

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, *104*, 333–339.

Speian, O. (2022). The government securities market and its role in financing the state budget deficit. *Euromentor Journal-Studies about Education*, *13*(1), 100–112.

Syamsurijal, C. A., Sugandi, Y. S., Sumaryana, A., & Ismanto, S. U. (2023). Is The Automatic Stabilizer Policy Effective Incombating an Economic Recession?A Case Study of The Indonesian State Budget. *Bulletin of Monetary Economics and Banking*, *26*(0), 55–76. https://doi.org/10.59091/1410-8046.2056

Tugwell, P., & Tovey, D. (2021). PRISMA 2020. *Journal of Clinical Epidemiology*, *134*, A5–A6. https://doi.org/10.1016/j.jclinepi.2021.04.008

Van, V. B., & Sudhipongpracha, T. (2015). Exploring Government Budget Deficit and Economic Growth: Evidence from Vietnam's Economic Miracle. *Asian Affairs: An American Review*, *42*(3), 127–148. https://doi.org/10.1080/00927678.2015.1048629

Waddington, H., Sonnenfeld, A., Finetti, J., Gaarder, M., John, D., & Stevenson, J. (2019). Citizen engagement in public services in low- and middle-income countries: A mixed-methods systematic review of participation, inclusion, transparency and accountability (PITA) initiatives. *Campbell Systematic Reviews*, *15*(1–2). https://doi.org/10.1002/cl2.1025

Wobst, J., Tanikulova, P., & Lueg, R. (2025). Value-based management: a review of its conceptualizations and a research agenda toward sustainable governance. *Journal of Accounting Literature*, *47*(1), 150–200. https://doi.org/10.1108/JAL-11-2022-0123

Wolf, R., & Sands, J. (2016). A Preliminary Analysis of California's New Local Control Funding Formula. *Education Policy Analysis Archives*, *24*(34), n34.

Yasin, A., Fatima, R., Wen, L., Afzal, W., Azhar, M., & Torkar, R. (2020). On Using Grey Literature and Google Scholar in Systematic Literature Reviews in Software Engineering. *IEEE Access*, *8*, 36226–36243. https://doi.org/10.1109/ACCESS.2020.2971712

Yu, Z., Zhou, J., Jiang, P., & Liu, S. (2025). Rethinking service failure and recovery process: insights from a leading airline in China. *International Journal of Contemporary Hospitality Management*, *37*(8), 2676–2693. https://doi.org/10.1108/IJCHM-09-2024-1410

Zaynalov, J., & Fattoev, O. (2024). Using Government Securities as a Source of Financing the State Budget Deficit–A Case Study of Uzbekistan. *Gospodarka i Innowacje.*, *46*, 239+ – 246.