

Strategy of the Public Company of the Tirta Jaya Mandiri Drinking Water Region, Cibadak Branch, Sukabumi Regency in Ensuring the Availability of Clean Water for the Community

Author

Kharisma Dwi Pidiанти¹, Ike Rachmawati², Dian Purwanti³

Correspondence

^{1,2,3} University of Muhammadiyah Sukabumi, Indonesia

kharismadwipidianti123@ummi.ac.id¹, ikerachmawati@ummi.ac.id²,
dianpurwanti042@ummi.ac.id

Abstract:

The availability of clean water is an essential public service that directly affects community welfare and quality of life. As a regional public water utility, Perumda Air Minum Tirta Jaya Mandiri is responsible for ensuring a reliable, continuous, and equitable water supply despite challenges such as aging infrastructure, increasing customer demand, and distribution disturbances. This study aims to analyze the strategies implemented by Perumda Air Minum Tirta Jaya Mandiri Cibadak Branch, Sukabumi Regency, in ensuring the availability of clean water for the community. A qualitative descriptive approach was employed, with data collected through in-depth interviews, observations, documentation, and literature review. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña based on Fred R. David's strategic management framework, which includes strategy formulation, strategy implementation, and strategy evaluation. The findings indicate that the company has implemented strategic management through customer-oriented planning, network maintenance, leakage repair, customer complaint management, and periodic operational evaluation. Although these strategies have improved service responsiveness, they remain predominantly reactive rather than preventive, as recurring distribution disruptions and pipeline leakages continue to occur. The study concludes that strengthening preventive infrastructure management, enhancing technical capacity, and improving performance evaluation indicators are essential to achieving sustainable and reliable clean water services.

Keywords: Clean water service; Strategic management; Public water utility; Service quality; Water distribution; Perumda Air Minum

Received: 10 April 2026. Accepted: 30 June 2026

Introduction

Clean water is a basic need that has a direct effect on the health, welfare, and sustainability of community activities (Shemer et al., 2023). The fulfillment of these needs is part of the state's responsibility as affirmed in Article 33 paragraph (3) of the 1945 Constitution of the Republic of Indonesia. In the implementation of local government, this responsibility is carried out through the service of the Drinking Water Supply System, one of which is by the Regional Public Company of Drinking Water. As a public service provider, Perumda Air Minum is not only required to provide sufficient amounts of water, but also to ensure its quality, continuity, and affordability for the community.

Clean water supply at the regional level still faces various challenges, such as limited raw water sources, changes in water discharge, growth in the number of customers, damage to the pipeline network, leaks, and uneven water distribution (He et al., 2021). Climate change and environmental damage also increase the risk of drought and decrease the ability of water sources

to meet the needs of communities (Jones et al., 2024). This condition requires drinking water companies to have a planned strategy in managing resources, maintaining networks, handling disruptions, and evaluating services in a sustainable manner (Sari et al., 2025).

In Sukabumi Regency, clean water services are carried out by Perumda Air Minum Tirta Jaya Mandiri, including through the Cibadak Branch. Based on the company's internal data in May 2026, the Cibadak Branch serves as many as 5,754 customers spread across 43 service blocks. The five regions with the largest number of customers are presented in Table 1.

Table 1. Distribution of the Largest Customer of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch, May 2026

No	Region/Service Block	Number of Customers	Percentage
1	Bantar Muncang	480	8,34%
2	Al-Bayan–Cikiwul	433	7,53%
3	North Main Street	347	6,03%
4	Sukamaju	309	5,37%
5	Cipanas	291	5,06%
6	Other regions	3.894	67,67%
Quantity		5.754	100,00%

Source: Internal data of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch, 2026.

The distribution of customers in Table 1 shows that the Cibadak Branch has a large service area with a different number of customers in each block. This condition requires regulating production and distribution capacity in accordance with the characteristics of the needs of each region. An imbalance between network capacity and customer needs can lead to decreased water pressure, uneven distribution, or water not flowing at any given time.

These service challenges can be seen from the complaints received by the Cibadak Branch during May and June 2026. In May 2026, there were 24 complaints, while in June 2026 the number increased to 45 complaints. The recapitulation of complaints is presented in Table 2.

Table 2. Cibadak Branch Customer Complaint Recapitulation May-June 2026

Types of Complaints	May 2026	June 2026	Changes
Unsmooth/abnormal water	17	35	+18
Service/reticulation pipe leaks	1	8	+7
Payouts soar	0	2	+2
Other complaints	6	0	-6
Number of complaints	24	45	+21
Finished Handling	24	45	-
Not addressed	0	0	-

Source: Report on Handling Customer Complaints of Perumda Tirta Jaya Mandiri Drinking Water Cibadak Branch, May and June 2026.

Table 2 shows that the number of complaints increased by 87.5 percent from 24 complaints in May to 45 complaints in June 2026. The most dominant complaints related to irregular or non-flowing water, which was 17 complaints in May and increased to 35 complaints in June. Complaints about pipe leaks also increased from one to eight cases. Although all complaints have been handled, there are still challenges in minimizing the recurrence of disturbances, so it is necessary to strengthen preventive efforts (Yelmi, 2025).

The problem of the availability of clean water is also experienced by people in several areas of Cibadak District. In Karangtengah Village, the damage to the Leuwi Bangga Irrigation Area caused a reduction in water infiltration so that most of the residents' wells dried up and impacted around 150 families. Difficulties in obtaining clean water also occur in Pamuruyan Village even though the area is relatively close to the company's operational center. Fulfilling water needs in these conditions still relies on water delivery through an emergency tank car. This phenomenon

shows that the problem of clean water is not only related to the availability of water sources, but also to network capacity, distribution continuity, and the company's readiness to face service disruptions.

A number of studies have discussed the strategy of regional drinking water companies. Yelmi (2025) found that service transformation requires infrastructure development, technological innovation, improving service quality, and socialization to the community. Jannah et al. (2024) show that expanding service areas, increasing production capacity, and strengthening coordination with stakeholders are important strategies in meeting clean water needs. Yusdi et al. (2025) found that the limitation of professional human resources is one of the obstacles in improving services.

Previous research has generally addressed performance, service improvement, infrastructure development, or strategy implementation at the company level. Studies that specifically analyze strategies at the branch level by linking customer distribution, complaint patterns, distribution continuity, and disruption handling are still limited. In fact, the service branch is a unit that deals directly with customers and is responsible for handling various technical problems in the service area. In addition, the increase in the number of complaints shows that there are still opportunities to increase the effectiveness of disturbance prevention efforts.

Based on these problems, this study aims to analyze the strategy of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch of Sukabumi Regency in ensuring the availability of clean water for the community. The analysis uses Fred R. David's strategic management theory which includes the formulation, implementation, and evaluation of strategies (David, 2011). This research is directed to explain how service strategies are implemented and identify factors that support and hinder companies in maintaining the availability and continuity of clean water distribution.

Method

This research uses a qualitative approach with a descriptive design. This approach was chosen to gain an in-depth understanding of the process of formulation, implementation, and evaluation of the strategy of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch of Sukabumi Regency in ensuring the availability of clean water for the community. The research was carried out at Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch. Informants are determined using the purposive sampling technique, which is to select parties who have knowledge, experience, and direct involvement in the management of clean water services. The research informants consist of the Head of Branch, Head of Administrative and Financial Affairs, and Coordinator or Head of the Engineering Section of the Cibadak Branch. The three informants were chosen because they represented aspects of policy making, administrative and resource management, as well as the technical implementation of clean water production and distribution.

The research data consists of primary data and secondary data. Primary data was obtained through in-depth interviews and observations of service activities, distribution network conditions, handling of disturbances, and management of customer complaints. Secondary data is obtained through documentation, including data on the number of customers, customer complaint reports for May-June 2026, service reports, internal policies, regulations, and other supporting documents. The literature review was carried out by reviewing books, scientific articles, and previous research related to the strategies of drinking water companies and clean water services. The study was used to compare the focus of previous research with this study,

especially at the branch unit level and the relationship between organizational strategy, water distribution, and customer complaints.

Data analysis used the interactive model of Miles, Huberman, and Saldaña which includes data condensation, data presentation, and conclusion drawing and verification of Miles et al. (2014). The data from interviews, observations, and documentation are grouped based on Fred R. David's strategic management stages, namely strategy formulation, implementation, and evaluation. The results of the analysis are presented narratively and reinforced with tables, complaint data, and interview citations. The validity of the data was tested through source triangulation and triangulation techniques by comparing information between informants and matching the results of interviews with observations and research documents.

Results and discussions

The availability of clean water is an important part of public services because it is directly related to the health, welfare, and sustainability of community activities. The fulfillment of clean water needs is not only determined by the existence of water sources, but also influenced by the organization's ability to manage production, distribution networks, infrastructure, and customer complaints on an ongoing basis. Increasing population, climate change, environmental damage, and limited infrastructure have all increased the pressure on the provision of clean water in various regions

In the implementation of drinking water services in the region, the Regional Public Company of Drinking Water has a strategic position because it carries out social service functions while being required to maintain the sustainability of the company's operations. Perumda Air Drinking is not enough to only distribute water to customers, but also to ensure that water is available in sufficient quantities, meets quality standards, flows continuously, and can be reached by the community. The condition of the pipeline network, production capacity, human resources, budget, and speed of handling disturbances are factors that determine the success of the service.

Perumda Tirta Jaya Mandiri Drinking Water Cibadak Branch is a service unit responsible for providing clean water for the community in the Cibadak District area and its surroundings. The services provided include the provision of drinking water through the pipeline network, the maintenance of the distribution network, the handling of service interruptions, and customer administration services. In carrying out its duties, the Cibadak Branch strives to maintain the continuity of water distribution so that the needs of the community can be met in a sustainable manner.

Based on the results of the research, in May 2026 the Cibadak Branch will serve 5,754 customers spread across 43 service blocks. The breadth of the service area requires companies to have effective distribution planning, network management, and operational supervision to maintain service quality. In addition, the company also provides a complaint service as a means for customers to report various obstacles that occur while receiving clean water services.

Table 3. Service Data of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch

Indicator	Findings
Number of customers May 2026	5,754 customers
Number of service blocks	43 block
Complaints May 2026	24 complaints
June 2026 Complaints	45 complaints
Increased complaints	87,5%
Complaints completed	100%
The most dominant complaints	Unsmooth/abnormal water

Source. Data from Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch, processed by researchers in 2026.

Based on Table 3, it can be seen that the large number of customers with a wide service scope is a challenge for Perumda Air Minum Tirta Jaya Mandiri Cibadak Branch in maintaining the continuity of clean water distribution. The data also shows that the number of customer complaints increased from 24 reports in May 2026 to 45 reports in June 2026, or an increase of 87.5%. Although all complaints were successfully followed up by the company, the increasing number of reports indicates that there are still service disruptions that need attention.

The most common type of complaint submitted by customers is related to non-flowing water or abnormal water pressure. This condition indicates that the service challenge lies not only in the speed of handling complaints, but also in efforts to maintain the stability of water distribution so that similar disturbances do not occur repeatedly. Thus, the success of the service is not only measured by the resolution of each complaint, but also by the company's ability to reduce the frequency of interruptions, improve the reliability of the distribution network, and ensure the availability of clean water in a sustainable manner.

These findings are the basis for analyzing the strategy implemented by Perumda Tirta Jaya Mandiri Drinking Water Cibadak Branch. The analysis was carried out using strategic management theory from Fred R. David which includes strategy formulation, strategy implementation, and strategy evaluation, so that it can be known how the company plans, implements, and evaluates strategies to ensure the availability of clean water for the community.

1. Strategy Formulation

The formulation of the Cibadak Branch strategy is directed to realize quality, sustainable drinking water services that can reach the wider community. The main objectives to be achieved are to maintain sufficient water quantity, meet quality standards, maintain distribution continuity, expand the network, and provide a quick response to service disruptions.

The service strategy is prepared through the evaluation of operational conditions, identification of field problems, analysis of community needs, and adjustments to the policies of the head office. The community's needs are known through data on new connection applications, complaint reports, field surveys, monitoring of areas experiencing water shortages, and coordination with the village government. The process involves the Head of Branch, engineering, customer service, administration and finance, and management of Perumda Tirta Jaya Mandiri Drinking Water.

The Branch Head explained:

"The strategic policies we implement focus on improving the continuity of clean water services through regular maintenance of the pipeline network, reducing the rate of water loss, improving the quality of customer service, and developing distribution networks to unserved areas."

The findings show that the formulation of the strategy is not only oriented towards increasing the number of customers, but also on reducing water loss or *Non-Revenue Water* (NRW), network rejuvenation, and improving service quality. This is in accordance with Fred R. David's strategy formulation stage, which is that the organization identifies internal and external conditions before determining program priorities. The results of the identification of internal and external conditions of the Cibadak Branch are summarized in Table 2

Table 4. Identification of SWOT of Clean Water Services of Cibadak Branch

Elements	Identification Results
Strength	The raw water source is still potential, experienced technical personnel, coordination between parts is quite good, work procedures are clear, and the response to disturbances is relatively fast.
Disadvantages	Some of the pipelines are old; limited development budget; technical personnel are not proportional to the area of the area; production capacity is limited to certain conditions; The scope of services is not evenly distributed.
Opportunities	The community's need for clean water is increasing; the existence of government programs; network expansion opportunities; the development of service technology; cooperation with the government, developers, and the private sector.
Threats	Decrease in discharge during the dry season; climate change; natural disasters; pollution of water sources; pipeline damage due to construction; increasing water demand due to population growth.

Source: Interview results, 2026.

Based on this analysis, the strength of technical personnel and government support can be used to take advantage of opportunities for service expansion. Meanwhile, weaknesses in the form of old networks and budget constraints require a pipeline replacement strategy based on a priority scale. The threat of dry season and network damage needs to be anticipated through routine maintenance, water source protection, and the preparation of emergency service plans.

These findings are in line with Yelmi's research (2025) which emphasizes infrastructure development, technological innovation, and improving service quality. The results of the study also support Jannah et al. (2024) who found that expanding service areas, increasing production capacity, and coordination between stakeholders are important strategies in meeting clean water needs. The difference is that this study shows how the strategy is formulated at the branch level based on customer data, complaints, and technical conditions of the service area.

2. Strategy Implementation

The implementation of the strategy is carried out through the maintenance of installations and pipeline networks, monitoring water pressure and discharge, leak repair, network development, complaint services, and coordination with the head office and local governments. The distribution process starts from raw water treatment, reservoir storage, then distribution through the main pipe, distribution pipe, and connection of the customer's house.

The division of tasks is carried out based on organizational functions. The engineering department is responsible for installation operations, network maintenance, and damage repairs. Customer service receives and forwards complaints, while administration and finance manage customer data, budgets, billing, and performance reports. The Branch Head coordinates all sections so that the service runs according to the target. One of the prominent strategy implementations is the response to pipeline leaks. The Coordinator of the Engineering Section stated:

"If we receive a report of a leaking pipe, the engineering team will immediately go to the site so that the service outage can be resolved as quickly as possible, even if possible within the same day."

Based on field information, pipe leaks are targeted to be handled within a maximum of 1 x 24 hours. This speed is needed because the water that comes out due to the leak is still considered as a discharge that is the responsibility of the Cibadak Branch to the head office. Thus, leak repair is not only related to continuity of service, but also to water loss control and the company's financial efficiency.

Field documentation shows that Perumda Air Minum Tirta Jaya Mandiri Cibadak Branch has carried out repairs to PVC pipelines with a diameter of 2-4 inches in a number of service areas.

These activities include identifying leak points, excavating networks, replacing damaged pipe parts, reconnecting pipes, and closing repair areas. This documentation shows that maintenance and disruption management strategies have been implemented directly by engineering teams in various service areas.

Gambar 1. Dokumentasi Perbaikan Kebocoran Jaringan Pipa di Wilayah Pelayanan Cabang Cibadak



Source: Documentation of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch, 2026.

The documentation corroborates the results of the interview that the engineering team attempted to handle the leak within a maximum of 1×24 hours. Handling speed is needed to maintain distribution continuity while reducing water loss that is a burden on branch operations. However, the implementation of repairs is still predominantly responsive because actions are taken after leaks or disturbances are reported. This shows that preventive maintenance strategies and rejuvenation of old networks still need to be strengthened so that similar disruptions do not continue to recur. However, the implementation of the strategy still faces a high number of customer complaints, as presented in Table 3.

Table 5. Customer Complaints of Cibadak Branch May-June 2026

Types of Complaints	May 2026	June 2026	Changes
Unsmooth/abnormal water	17	35	+18
Service/reticulation pipe leaks	1	8	+7
Payouts soar	0	2	+2
Other complaints	6	0	-6
Number of complaints	24	45	+21
Finished Handling	24	45	-
Not addressed	0	0	-

Source: Cibadak Branch Customer Complaint Handling Report, May and June 2026.

The data shows that all complaints have been handled, but the number of complaints has increased from 24 cases in May to 45 cases in June 2026 or by 87.5 percent. Complaints of irregular water increased from 17 to 35 cases, while pipe leaks increased from one to eight cases. This improvement shows that the speed of handling has been running, but the prevention of interference is not yet fully optimal.

In other words, the strategy implemented shows strength in the responsive aspect, while the preventive aspect still has room to continue to improve. The engineering team was able to move quickly after receiving the report, but aging tissue, water pressure instability, and capacity limitations still led to repeated outages. These findings are in line with research by Puri et al. (2015) which showed that the implementation of drinking water companies' strategies is influenced by the organization's ability to handle distribution disruptions and technical barriers. The study expands on these findings by showing that successful administrative complaint resolution does not necessarily indicate that the cause of the disruption has been permanently addressed.

In addition to network maintenance, the Cibadak Branch plans a program to install subsidized new connections to expand the scope of services. The socialization of the program was carried

out through the installation of banners that contained information on free installation fees, requirements for prospective customers, drinking water rates, and registration mechanisms.

Gambar 1. Sosialisasi Program Pasang Baru Bersubsidi Perumda Air Minum Tirta Jaya Mandiri



Source: Perumda Tirta Jaya Mandiri Drinking Water Documentation, 2025.

The socialization material stated that the requirements in the form of a maximum electrical capacity of 1,300 watts, a copy of the electricity account, ID card, family card, stamp, and the location of the pipeline have been available. The program also conveys that there is an exemption from installation fees with the provision of payment of the initial account guarantee.

Based on the informant's information, the program is planned to be implemented as an effort to increase the number of customers and open access for low-income people. Therefore, the new installation program cannot be assessed based on the number of connections realized, but it can only be analyzed as a form of preparation for the implementation of the strategy. Socialization through banners shows that the company has entered the communication stage of the program to the public, but its effectiveness needs to be assessed once data is available on registrants, the number of connections installed, the recipient area, and the sustainability of water distribution to new customers.

3. Strategy Evaluation

Strategy evaluation is carried out through daily operational reports, monthly evaluation meetings, and annual evaluations. The evaluation discusses distribution continuity, number of outages, water loss rate, speed of handling leaks, complaint resolution, customer growth, and achievement of service targets.

The informant explained that the results of the evaluation were used to determine the priority of pipeline replacement, increase service capacity in areas with high customer growth, improve coordination between departments, and utilize technology to monitor the network. If the disruption lasts for a long time, the company also prepares water distribution through tank cars as an alternative service.

The evaluation carried out has shown the existence of a tiered supervision system. Daily reports allow for quick detection of disturbances, monthly meetings are used to assess program implementation, while annual evaluations are the basis for the preparation of the next work plan. This practice is in accordance with Fred R. David's theory which states that strategy evaluation includes reviewing internal and external factors, performance measurement, and taking corrective actions.

Nevertheless, evaluation indicators still need to be strengthened. 100 percent resolution of complaints indicates a good organizational response, but an increase in complaints indicates that the "done addressed" indicator is not enough to measure the success of a strategy. The evaluation also needs to take into account the duration of the handling, the frequency of repeated outages at

the same location, the volume of water loss, the number of affected customers, as well as the stability of pressure and flow continuity after repairs.

The limitations of networks and human resources in this study are in line with the findings of Yusdi et al. (2025), which show that limited resources and infrastructure can hinder the improvement of clean water services. However, the Cibadak Branch has advantages in the form of technical coordination and relatively fast repair response. This means that the main problem is not solely the inability of officers, but the imbalance between network capacity, area area, customer needs, and budget ability to rejuvenate infrastructure.

Overall, the strategy of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch has been implemented through needs-based planning, network maintenance, leak handling with a maximum target of 1×24 hours, management of customer complaints, reduction of water loss, and plans to expand service coverage through a subsidized new connection installation program. The implementation of the strategy is supported by coordination between departments, relatively fast technical response, and the company's commitment to maintaining service continuity. However, the strategies implemented are still more responsive and adaptive than preventive, as distribution disruptions and network leaks are still on the rise. This condition is influenced by the age of the pipeline network, budget limitations, the number of technical personnel that is not proportional to the area of the service area, and the decrease in water discharge under certain conditions. Therefore, the sustainability of clean water services requires accelerating pipeline rejuvenation, strengthening the capacity of technical personnel, increasing production capacity, utilizing network monitoring technology, and evaluation that not only focuses on the number of complaints that have been resolved, but also measures the frequency of repeated disturbances after repairs are made. Thus, service strategies can be directed in a more preventive, effective, equitable, and sustainable manner in ensuring the availability of clean water for the community.

Conclusion

The results of the study show that the strategy of Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch in ensuring the availability of clean water is implemented through three stages of strategic management, namely strategy formulation, implementation, and evaluation. Strategy formulation is carried out based on customer needs, network conditions, complaint reports, and the ability of organizational resources. Its implementation is realized through network maintenance, leak handling with a maximum target of 1×24 hours, management of customer complaints, water loss reduction, and service expansion plans through subsidized new connection installation programs. Evaluation is carried out through daily operational reports, monthly meetings, and annual evaluations as the basis for service improvement.

The strategies implemented have shown a responsive and adaptive character, especially in handling leaks and customer complaints. However, the strategy is not completely preventive because distribution disruptions and leaks are still increasing. This condition is influenced by the age of the pipeline network, budget limitations, the number of technical personnel that is not proportional to the area of service, and the decrease in the discharge of water sources in the dry season. Thus, the purpose of the study was answered that the success of the Cibadak Branch in ensuring the availability of clean water is not only determined by the speed of handling disturbances, but also by the ability to prevent repeated disturbances, update infrastructure, increase production capacity, and expand the scope of services in a sustainable manner.

Perumda Drinking Water Tirta Jaya Mandiri Cibadak Branch needs to accelerate the rejuvenation of pipelines based on the level of leak vulnerability, strengthen the number and

competence of technical personnel, and utilize network pressure, discharge, and leak monitoring technology. Service evaluation also needs to use more comprehensive indicators, not only based on the number of complaints that have been handled, but also the duration of settlement, the frequency of repeated interruptions, the number of affected customers, and the rate of water loss. The subsidized new connection installation program needs to be accompanied by a mapping of production and distribution capabilities so that the expansion of the number of customers does not reduce the continuity of existing customer service.

References

- David, F. R. (2011). *Manajemen Strategis: Konsep dan Kasus* (Edisi 12). Jakarta: Salemba Empat.
- He, C., Liu, Z., Wu, J., Pan, X., Fang, Z., Li, J., & Bryan, B. (2021). Future global urban water scarcity and potential solutions. *Nature Communications*, 12. <https://doi.org/10.1038/s41467-021-25026-3>
- Jannah, A. M., Siswoyo, H., & Prayogo, T. B. (2024). Evaluasi Kinerja Perumda Tirta Kanjuruhan dalam Pemenuhan Kebutuhan Air Bersih Pelanggan Sumber Tlogo. *Jurnal Teknologi Dan Rekayasa Sumber Daya Air*, 4(2), 1699–1711.
- Jones, E., Bierkens, M., & Van Vliet, M. (2024). Current and future global water scarcity intensifies when accounting for surface water quality. *Nature Climate Change*, 14, 629–635. <https://doi.org/10.1038/s41558-024-02007-0>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook*. California: SAGE Publications.
- Peraturan Pemerintah Nomor 54 Tahun 2017 Tentang Badan Usaha Milik Daerah.
- Sari, D. M., & Ismail, M. R. (2025). Strategic planning of urban water supply systems in responses to rapid urbanization: A case study of Bandar Lampung, Indonesia. *Journal of Engineering Innovation and Management Science*, 1(1), 41-50.
- Shemer, H., Wald, S., & Semiat, R. (2023). Challenges and Solutions for Global Water Scarcity. *Membranes*, 13. <https://doi.org/10.3390/membranes13060612>
- Undang-Undang Republik Indonesia Nomor 25 Tahun 2009 Tentang Pelayanan Publik (2009).
- Yelmi, H. (2025). Analisis Strategi PERUMDA Tirta Kampar dalam Transformasi Layanan Air Minum. *RIGGS*, 4(2), 6169–6181. <https://doi.org/https://doi.org/10.31004/riggs.v4i2.1579>
- Yusdi, Nastia, & Mayunita, S. (2025). Strategi Perusahaan Umum Daerah Air Minum Tirta Lamaindo Dalam Meningkatkan Pelayanan Kepada Masyarakat. *JURNAL ILMIAH MUQODDIMAH: Jurnal Ilmu Sosial, Politik Dan Humaniora*, 9(3), 1837–1843.