

# Analysis of Factors Affecting Village's Financial Management Accountability in the Asahan District with Human Resources as a Moderation Variable

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## ABSTRACT

This study aims to identify and analyze the factors influencing the financial management accountability of village funds in the Asahan district, with human resources as a moderating variable.

This study has a population of 177 villages in the Asahan District, and this research uses the Slovin formula in taking the number of samples. Data management in this study used the Structural Equation Modeling (SEM) test using Smart - PLS 3.0.

This study found that human resources can moderate the influence of the effectiveness of internal control, organizational commitment, information asymmetry, society participation, and information technology on the accountability of village fund financial management in the Asahan district.

**Keywords:** *human resources, internal control, organizational commitment, information asymmetry, society participation, utilization of information technology.*

## INTRODUCTION

Law (UU) Number 6 of 2014 concerning Villages is one of the implications of the national development priority agenda in President Jokowi's government, which states that the government will develop Indonesia from the periphery by strengthening regions and villages within the framework of a unitary state. The village government is expected to be able to manage its territory independently, including managing village

assets, finances, and income to improve the quality of life in the village and the welfare of the community (Firmanzah, 2014). Demands regarding accountability in the management of village funds are now an important focus for village officials because accountability shows the success of achieving the vision of the Village Law to create a village that is advanced, strong, independent, and democratic, has full authority in managing/regulating itself to achieve the welfare of village communities. Accountability shows that public officials have acted correctly, behaved ethically, and are responsible for their performance. In other words, accountability is a measure of the commitment that public officials, in this case, village officials, have to the organizations and communities they lead.

Since 2015, the government has distributed APBN to villages, commonly called village funds, by Law Number 6 of 2014 concerning village fund budget allocations. The allocation of village funds continued to increase until 2017, but the increase in funds was canceled in 2018 due to several problems, namely, not achieving what was expected. With an increase in village funds, it is hoped that the government will be able to work effectively to overcome poverty, absorb labor, increase people's income and purchasing power, and overcome inequality of public services between villages. It is just that the increase (to the people's standard of living) is not massive, meaning that the

multiplier effect is not maximized. So, something wrong needs to be fixed in the village fund," said Boediarso.

The increase in funds is expected to advance the village, and the government wants joint village services to increase, village communities to be fostered and empowered, and, most importantly, the village to become the development target. Of course, the big role played by the village brings a lot of responsibility, efficiency, and effectiveness in the allocation of regional funds (ADD) from the local government/city government to the local government, and how it is used is very important because it is the simplest parameter for successful centralization (Yanti, 2008).

Researchers want to research village financial management because implementing village rights and obligations related to money or goods is often called village finance. The existence of these rights and obligations will lead to Village Finance management (IAI-KSP, 2015). Accounting will help to record and report all aspects of village financial management. Village financial management is based on the Regulation of the Minister of Finance of the Republic of Indonesia No.49/PMK.07/2016, emphasizing the procedures for allocating, distributing, using monitoring, and evaluating village funds. This regulation provides transparency in the management of village funds.

Transparency is very important for the community in monitoring the implementation of village fund financial management. Umami & Nurodin (2017) found that there were efforts by the village government to show that its financial management had applied the principle of transparency. For example, whenever there is a village fund disbursement, the manager will socialize it with the community. In addition, to show accountability for the use of village finances, each village office puts up billboards containing reports on the Village Revenue and Expenditure Budget (APBDes) in their offices.

Researchers conducted research in the Asahan Regency because it is one of the autonomous regions in North Sumatra, which has implemented the principles of regional autonomy by trying to optimize the village's potential for clean and transparent governance.

In 2020, the village funds received by Asahan Regency reached Rp 148,593,486,000, which will be given to 177 villages spread across the Asahan District. The large amount of village funds received by every village throughout Indonesia, especially in the Asahan district, raises concerns for many parties because the higher the amount of funds, the greater the opportunity for misappropriation of funds with the lack of knowledge or insight of village officials, giving rise to the potential for financial mismanagement of village funds starting from budgeting, implementation, administration, accountability, and reporting. For this reason, in the context of administering governance in the village, transparency, accountability, and participation are required in finance, performance, and compliance with laws and regulations. The details of the Village Fund in the Asahan Regency are as follows:

Table 1. Details of The Asahan District Village Funds for 2020

No	District	Number of Villages	Basic Allocation (Rp)	Affirmation Allocation (Rp)	Performance Allocation (Rp)	Formula Allocation (Rp)	Amount (Rp)
1	Meranti	7 Villages	4.583.993.000	0	288.192.000	827.289.000	5.479.474.000
2	Air Joman	8 Villages	851.999.000	0	0	159.963.000	791.964.000
3	Tanjung Bala	8 Villages	5.215.992.000	544.902.000	144.096.000	3.817.019.000	9.722.009.000
4	Sek Kuperang	6 Villages	3.911.994.000	0	0	1.890.904.000	4.942.898.000
5	Sempang Empat	8 Villages	3.215.992.000	0	144.096.000	1.280.308.000	6.640.396.000
6	Air Bata	12 Villages	7.823.988.000	0	720.480.000	1.375.107.000	9.899.575.000
7	Pekan Rakyat	12 Villages	7.823.988.000	0	288.192.000	2.379.963.000	10.291.243.000
8	Bandar Pulau	10 Villages	4.519.990.000	0	0	1.436.593.000	7.956.383.000
9	Bandar Pagar	8 Villages	3.867.991.000	0	0	1.796.666.000	7.474.657.000
10	Bandar Pagar Mandayor	8 Villages	3.867.991.000	0	0	1.735.657.000	7.603.648.000
11	Jak	8 Villages	3.867.991.000	0	144.096.000	1.321.274.000	7.133.361.000
12	Songsonan	7 Villages	4.583.993.000	0	144.096.000	1.369.120.000	6.077.109.000
13	Sek Dapud	10 Villages	6.519.990.000	0	0	1.879.813.000	7.598.803.000
14	Sek Kuperang Bumi	6 Villages	3.911.994.000	0	144.096.000	1.315.442.000	5.171.532.000
15	Sek Kuperang Timur	5 Villages	3.259.991.000	0	0	725.653.000	3.985.644.000
16	Tanjung Pagar	7 Villages	4.563.993.000	544.902.000	0	7.783.415.000	7.892.330.000
17	Sera Sera	5 Villages	3.259.991.000	0	0	552.439.000	3.812.430.000
18	Siam Lant	5 Villages	3.259.991.000	0	432.281.000	413.603.000	4.605.385.000
19	Salasa Pagar	7 Villages	4.563.993.000	0	144.096.000	452.032.000	5.560.121.000
20	Salu	10 Villages	6.519.990.000	0	0	839.931.000	7.359.941.000
21	Sera Dahan	6 Villages	3.911.994.000	0	0	788.616.000	4.680.610.000
22	Aek Ladang	7 Villages	4.583.993.000	0	0	914.711.000	5.478.704.000
	TOTAL		115.403.813.000	1.899.804.000	2.995.778.000	29.596.331.000	148.593.486.000

Source: Asahan Regency in 2020

From the table above, the assistance funds received by each village were different, starting from the lowest Rp 703,470,000 received by Rahuning Village, Rahuning District, and the highest village fund was Rp. 2,095,884,000 by the Bagan Asahan village.

Some of the phenomena that occurred in the Asahan Regency regarding alleged acts of misappropriation of village fund financial management based on Realization Data of Returning BPK RI Inspection results to the Asahan Regency Regional General Cash Account for Base Course activities for the Aek Sopang Subdistrict Tinggi Raja towards the Pir Sionggang intersection, the Mr. Mandoge Subdistrict, and the Asahan Regency, the rest of which has not been paid by CV. Deli Surya Jaya for IDR 740 million more from BPKAD's Asahan in 2019. Furthermore, the case of Alleged Corruption Crime Acts against the Law in the use of Village Funds received by Sei Dadap I/II Village in 2018 and 2019 (<https://waspada.id/sumut/kejari-asahan-selamatkan-rp770-juta>).

Based on the explanation and description of the background above, the researcher intends to conduct an "Analysis of Factors Affecting Village's Financial Management Accountability In The Asahan District With Human Resources As A Moderation Variable."

## **LITERATURE REVIEW**

### **Accountability of Village Fund Financial Management**

According to Law No. 06 of 2014 concerning Villages, accountability is the principle that determines that every activity and the result of the implementation of Village Government activities must be accountable to the Village community following statutory provisions. Accountability refers to accountability for all activities to interested stakeholders (Mardiasmo, 2018). This can include providing, presenting, and reporting activities through financial reports to the principal. The concept of accountability has

evolved into the broader concept of integrated financial management and governance of the effective and efficient use of financial and other resources across all spheres of government. Information on every government administration, from planning and implementation to the results achieved for each activity, is needed to ensure openness to the wider community (Khotami, 2017). This is considered important to increase public trust in the government. Accountability is always related to the implementation of the principles of governance. The values and principles of good governance are reflected in the relationship between public authorities in providing public services (Azizal et al., 2015). Constitutional government accountability is divided into 2: internal and external. Internal accountability applies within a particular organizational system and involves direct reporting from subordinates to superiors who hold power. Meanwhile, external accountability refers to indirect accountability involving reporting to parties outside the organization.

In short, the village head and his apparatus must be accountable for managing resources and implementing the policies entrusted to the reporting entity in achieving the objectives set periodically. Transparency provides open and honest financial information to the public based on the consideration that the public has the right to know openly and thoroughly the government's accountability in managing the resources entrusted to it and its compliance with laws and regulations.

### **Internal Control Effectiveness**

The Internal Control System, abbreviated SPI according to Government Regulation Number 60 of 2008, is an integral process of actions and activities carried out continuously by leaders and all employees to provide adequate assurance of achieving organizational goals through effective and efficient activities, reliability of financial reporting, safeguarding state assets, and compliance

with laws and regulations. The better the internal control system owned by the regional government, the more accountable the management of village funds will be.

The internal control system for realizing organizational goals follows value-for-money principles: effectiveness, efficiency, economization, and reliability in preparing financial reports (Putri, 2018). The results of Yesinia et al. (2018), Yudianto & Sugiarti (2017), and Rezkiyanti (2019) proved that the results of the internal control system research had a positive effect on the accountability of managing village funds. A systematic internal control system is crucial and can help increase stakeholder trust (Alam et al., 2019). Putri's (2018) research shows no influence between the internal control system and the accountability of managing village funds. The internal control system may not have any effect because the organization has not determined the determination of limits and risk assessments and has not implemented segregation of duties.

### **Organizational Commitment**

Organizational commitment is the degree to which a person believes in and accepts organizational goals and wishes to stay with the organization. People who are satisfied with their work will have a slightly higher commitment to the organization or institution (Tarjo, 2019). Organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization or institution. Commitment to the organization means not just formal membership; it includes owning the organization and maximizing efforts to achieve organizational goals (Kusumastuti, 2014).

Village government organizational apparatus must have an organizational commitment to accountability to village communities to create better accountability (Indrayani et al., 2017).

The results of previous research conducted by Nurdin & Wijaya (2019) stated that village government organizational commitment has a positive effect on village fund management accountability because the higher our level of awareness or our level of commitment to organizations or agencies in terms of village government organizational commitment, the better the accountability of village fund management. This research is in line with previous research conducted by Mada et al. (2017), and Nurdin & Wijaya (2019) concluded that OPD commitment positively influences accountability in managing village funds in contrast to the results of research conducted by Alminanda & Marfuah (2018) showing that the organizational commitment of the village government has a negative effect on the accountability of managing village funds.

### **Information Asymmetry**

According to Mardiyah (2007), the lower the information asymmetry, the lower the cost of capital. Because a low level of asymmetry will increase the government's trust in the village and improve the village's ability to manage village fund finances.

Information asymmetry is where the government knows more about the prospects of the village in the future. If the current village income is high, which indicates that the village's performance is better, then the government has a decision to provide village funds to the village. However, the government does not know the prospects for the village, whether it is better or worse. If the village's performance in the future is worse, which is only known by the village apparatus and the community, the government will issue more village funds for their actions.

Information asymmetry is an imbalance of information held by the principal and agent when the principal does not have sufficient information about the agent's

performance. Information asymmetry is when the agent has more information about the company and its prospects than the principal. Financial reports can provide information about a company's financial position, performance, and cash flows, which is useful to most report users in making economic decisions. Previous research conducted by Saptarini et al. (2014) provides empirical evidence that information asymmetry positively affects accounting fraud tendencies. The research results of Rahmawati & Soetikno (2012) and Kusumastuti & Meiranto (2012) indicate that information asymmetry has no significant effect on the tendency of accounting fraud. Information asymmetry will indeed provide opportunities for parties with more information to provide information that is not per the actual situation in the form of accounting fraud.

### **Society Participation**

Mada et al. (2017) stated that accountability for managing village funds can be strengthened through increasing society participation. Isbandi (2007) explains that Society participation is the process of identifying problems and potentials in society, selecting and making decisions about alternative solutions to deal with problems, implementing efforts to overcome problems, and community involvement in evaluating changes that occur.

This makes Society participation one way that can be used to increase the accountability of local government financial management (Kim & Schachter, 2013). This is supported by Makalalag's research (2017), which states that Society participation significantly influences the accountability of managing village funds.

### **Utilization of Information Technology**

Information technology in the form of computers assists village officials in managing village documents. The use of information technology in village government for villages in the research

area has been good. This can be seen from the availability of sufficient computers in each village. This computer is a working tool for compiling village government financial reports. So that village officials can input data more quickly than the manual method. The use of this computer has advantages in the accuracy and accuracy of the results of data operations to reduce errors that occur (Sugiarti & Yudianto, 2017).

Nurillah & Muid (2014) concluded that using information technology positively affects the quality of local government financial reports. This is also expressed in research conducted by Santoso (2016), which states that information technology positively affects regional financial accountability.

### **Human Resources**

The ability or expertise of HR in an entity must be equipped with provisions that can increase the expertise of HR, such as training, education levels, and appropriate expertise and experience that can improve the capabilities and expertise possessed (Kharis, 2010). The lack of quality human resources can hinder financial management in the region (Zeyn, 2011). The competence of human resources impacts performance, so the company will invest time and finances owned by the company to improve the quality of the company's resources (Kolibáčová, 2014). Village or village officials participate in various technical trainings to increase their expertise in carrying out their duties and responsibilities (Judarmita & Supadmi, 2017). Quality human resources have the ability, based on the mandate of the village law, to support the implementation of good village financial management (Jannah, 2018).

## Framework

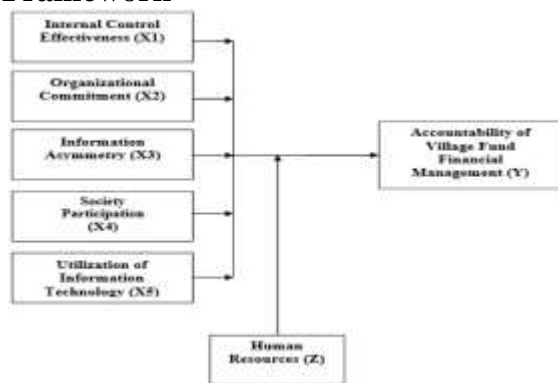


Figure 1. Framework

H1: Internal control effectiveness positively and significantly affects the accountability of village fund financial management.

H2: Organizational commitment positively and significantly affects the accountability of village fund financial management.

H3: Information asymmetry positively and significantly affects the accountability of village fund financial management.

H4: Society participation positively and significantly affects the accountability of village fund financial management.

H5: Utilization of information technology positively and significantly affects the accountability of village fund financial management.

H6: Human resources in moderating the effectiveness of internal control on the accountability of village fund financial management.

H7: Human resources in moderating organizational commitment to the accountability of village fund financial management.

H8: Human resources in moderating information asymmetry to the accountability of village fund financial management.

H9: Human resources in moderating Society participation to the accountability of village fund financial management.

H10: Human resources in moderating the use of information technology to the accountability of village fund financial management.

## MATERIALS & METHODS

The research design is explanatory research, namely to analyze the relationship between variables to test a theory or hypothesis from existing research. Explanatory research, also called causal research, looks at causal relationships between one variable and another (Dulay, 2010). In this study, the survey research method is field research conducted on samples from a certain population whose data was collected using a questionnaire (Sekaran, 2003).

The population in this study was village apparatus consisting of village heads, village secretaries, and village treasurers in the Asahan district, consisting of 177 villages.

As for withdrawing the number of samples in this study using the Slovin formula because, in sampling, the number must be representative so that the research results can be generalized, and the calculation does not require a table of the number of samples. However, it can be done with simple formulas and calculations. The Slovin formula for determining the sample is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Based on the Solvin formula above, a sample of 64 villages x 3 village officials = 192 respondents was obtained.

The instrument in this study was a questionnaire that was distributed to respondents. The questionnaire preparation was based on indicators of each variable taken from previous studies. The statements in the questionnaire from each variable in this study were measured using a Likert scale. This study uses data analysis using the Partial Least Square (PLS) approach, where PLS is a fluid or component-based Structural Equation Modeling (SEM) model.

## RESULT

### A. Characteristics of Respondents

The questionnaire was delivered to the respondents directly, waiting for them to fill out the questionnaire and for the return of the questionnaire to the researcher. How to return the questionnaire directly by providing time intervals for respondents to fill out, observe, and understand the contents. Of all the questionnaires given, 192 returned as many as 112. So, 112 questionnaires could be used to carry out the research hypothesis. Following are details regarding the distribution and return of the questionnaires.

Table 2. Research Sample Distribution Data

No	Description	Total
1	Questionnaires distributed	192
2	Number of Questionnaires returned	112
3	Number of incomplete questionnaires	(0)
4	Number of questionnaires that were not returned	80
Response rate = $112/192 \times 100\%$		58
Obtained data		112

Source: Primary Data Processed, 2023

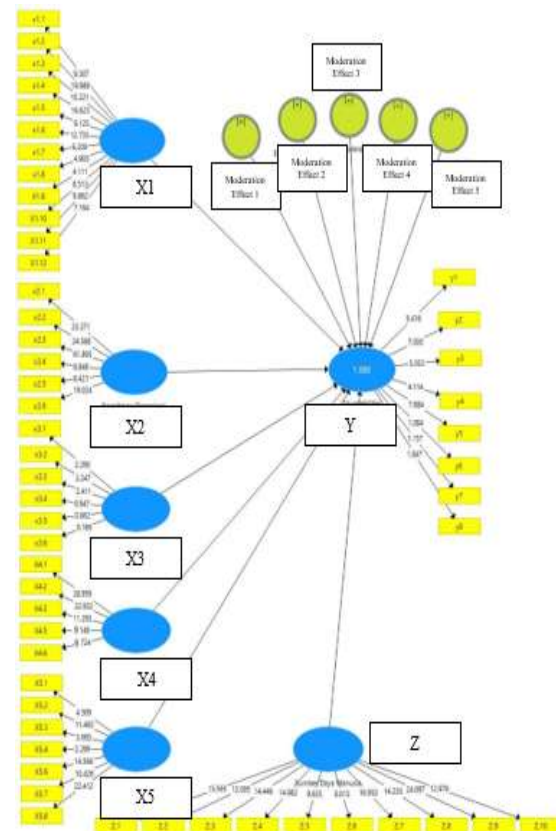
The table above shows that the number of research questionnaires distributed to respondents was 192, but not all the questionnaires were returned because 80 questionnaires were not returned. Therefore, the data that can be obtained is 112, with a percentage of 100%.

### B. Data Quality Testing

#### 1. Outer Model Analysis

##### a) Convergent Validity

The convergent validity of a measurement model with a reflective indicator model is assessed based on the correlation between the item score or component score and the construct score on the Loading Factor calculated by PLS. The reflective measure is considered high if it correlates more than 0.5 with the construct you want to measure. The following is a picture of the calculation results of the PLS-SEM model.



Source: Processed Primary Data, (2023)

Figure 2. SEM-PLS Structural Research Scheme

Figure 2 above shows the value of the outer model between constructs and variables that meet convergent validity because the indicator has a validity value above 0.7.

The image above shows the correlation values of internal control variables, organizational commitment, information asymmetry, society participation, utilization of information technology, human resources, and accountability for village fund financial management.

##### b) Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the indicator's cross-loading value on the variable is the largest compared to other variables (Ghozali). The following is the cross-loading value for each indicator:

**Table 3. Cross Loading**

Indicator	X1	X2	X3	X4	X5	Z	Y
X1.1	0.610	0.240	0.667	0.474	0.240	0.607	0.493
X1.2	0.672	0.145	0.420	0.312	0.145	0.587	0.570
X1.3	0.711	0.319	0.647	0.378	0.319	0.420	0.470
X1.4	0.720	0.182	0.622	0.458	0.182	0.647	0.607
X1.5	0.888	0.349	0.691	0.1127	0.349	0.622	0.551
X1.6	0.746	0.294	0.657	0.345	0.294	0.591	0.467
X1.7	0.723	0.216	0.550	0.347	0.216	0.357	0.611
X1.8	0.727	0.276	0.640	0.343	0.276	0.550	0.498
X1.9	0.800	0.324	0.510	0.347	0.324	0.640	0.664
X1.10	0.791	0.257	0.587	0.241	0.257	0.233	0.133
X1.11	0.695	0.546	0.676	0.640	0.667	0.018	0.312
X1.12	0.600	0.560	0.488	0.233	0.139	0.178	0.272
X2.1	0.689	0.829	0.598	0.458	0.689	0.018	0.312
X2.2	0.633	0.799	0.610	0.651	0.633	0.178	0.272
X2.3	0.678	0.728	0.510	0.512	0.678	0.234	0.077
X2.4	0.645	0.774	0.542	0.679	0.645	0.598	0.493
X2.5	0.707	0.796	0.545	0.739	0.707	0.677	0.570
X2.6	0.849	0.718	0.493	0.493	0.849	0.272	0.437
X3.1	0.294	0.145	0.670	0.570	0.233	0.530	0.355
X3.2	0.264	0.319	0.894	0.470	0.240	0.272	0.437
X3.3	0.385	0.182	0.857	0.697	0.145	0.416	0.233
X3.4	0.127	0.349	0.639	0.551	0.319	0.481	0.647
X3.5	0.225	0.294	0.696	0.467	0.182	0.416	0.736
X3.6	0.700	0.216	0.799	0.611	0.349	0.403	0.478
X4.1	0.638	0.276	0.638	0.744	0.498	0.294	0.487
X4.2	0.693	0.397	0.693	0.894	0.347	0.264	0.070
X4.3	0.744	0.551	0.744	0.857	0.467	0.385	0.565
X4.4	0.726	0.467	0.726	0.739	0.474	0.127	0.512
X4.5	0.827	0.611	0.827	0.696	0.312	0.225	0.529
X4.6	0.267	0.623	0.180	0.799	0.458	0.700	0.562
X5.1	0.218	0.689	0.302	0.127	0.819	0.649	0.530
X5.2	0.116	0.563	0.119	0.345	0.733	0.453	0.272
X5.3	0.170	0.500	0.134	0.347	0.647	0.548	0.487
X5.4	0.290	0.656	0.307	0.343	0.773	0.624	0.070
X5.5	0.264	0.624	0.305	0.693	0.744	0.530	0.565
X5.6	0.405	0.522	0.347	0.328	0.687	0.272	0.512

Source: Processed Primary Data, (2023)

Based on the data values in the table above, it is known that each indicator on the research variable has the largest cross-loading value on the variable it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

In addition to observing the cross-loading value, discriminant validity can also be known through other methods, namely by looking at the Average Variant Extracted (AVE) value presented in the following table, obtained from the PLS output results.

**Table 4. Average Variant Extracted (AVE) Value**

Variable	AVE Value	Description
Internal Control Effectiveness (X1)	0.658	Valid
Organizational Commitment (X2)	0.616	Valid
Information Asymmetry (X3)	0.521	Valid
Society Participation (X4)	0.575	Valid
Utilization of Information Technology (X5)	0.583	Valid
Human Resources (Z)	0.706	Valid
Accountability of Village Fund Financial Management (Y)	0.660	Valid

Source: Processed Primary Data, (2023)

Provisions regarding the measurement parameters (rule of thumb) of the measurement model (outer model) that AVE is considered to have met convergent validity if the AVE value is greater than 0.50 (Ghozali & Hengky, 2015). So, based on the table of AVE values above, the AVE value of each construct is valid, so it can be said that the construct meets convergent validity.

**Table 5. Composite Reliability Value**

Variable	Composite Reliability	Description
Internal Control Effectiveness (X1)	0.939	Reliable
Organizational Commitment (X2)	0.941	Reliable
Information Asymmetry (X3)	0.897	Reliable
Society Participation (X4)	0.841	Reliable
Utilization of Information Technology (X5)	0.747	Reliable
Human Resources (Z)	0.923	Reliable
Accountability of Village Fund Financial Management (Y)	0.931	Reliable

Source: Processed Primary Data, (2023)

Based on Table 5, it is known that the composite reliability value of all research variables is > 0.6. These results indicate that each variable has met composite reliability, so it can be concluded that all variables have a high level of reliability.

**Table 6. Cronbach Alpha value**

Variable	Cronbach's Alpha	Description
Internal Control Effectiveness (X1)	0.925	Reliable
Organizational Commitment (X2)	0.929	Reliable
Information Asymmetry (X3)	0.867	Reliable
Society Participation (X4)	0.784	Reliable
Utilization of Information Technology (X5)	0.780	Reliable
Human Resources (Z)	0.894	Reliable
Accountability of Village Fund Financial Management (Y)	0.913	Reliable

Source: Processed Primary Data, (2023)

Based on Table 6, it is known that the Cronbach's alpha value of each research variable is > 0.7. So, these results indicate that each research variable has met high-reliability requirements.

## 2. Inner Model Analysis

### The goodness of the Fit test

Based on data processing carried out with the SmartPLS 3.0 program, the R-Square value is obtained as follows:



Table 7. R-Square Value

Variable	R Square
Accountability of Village Fund Financial Management (Y)	0.918

Source: Processed Primary Data, (2023)

In the table above, the R-Square value obtained is 0.918 for the Accountability of Village Fund Financial Management variable (Y), meaning that this value interprets that the Internal Control, Organizational Commitment, Information Asymmetry, Society Participation, Utilization of Information Technology, Human Resources variables are only able to explain the Accountability of Village Fund Financial Management variant of around 91.8%, this is because the R-square value is greater than 50%, if R-square is below 50% then the independent variable is said to be incapable of explaining the dependent variable. The remaining 9.2% is influenced by other factors not mentioned in this study.

### 3. Hypothesis Test Results

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the t-statistics and p-values. The independent variable is declared to significantly affect the dependent variable if the t-statistic > 1.98 and the P-value < 0.05. The following are the results of data processing in this study using SmartPLS version 3.0:

Table 8. T-Statistics and P-Values

Endogenous	Exogenous	T Statistics	P Values	Conclusion
Internal Control Effectiveness (X1)	Accountability of Village Fund Financial Management (Y)	4,300	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
Organizational Commitment (X2)	Accountability of Village Fund Financial Management (Y)	4,080	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
Information Asymmetry (X3)	Accountability of Village Fund Financial Management (Y)	5,811	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
Society Participation (X4)	Accountability of Village Fund Financial Management (Y)	4,574	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
Utilization of Information Technology (X5)	Accountability of Village Fund Financial Management (Y)	4,886	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
HR (Z)*Internal Control Effectiveness (X1)	Accountability of Village Fund Financial Management (Y)	5,259	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
HR (Z)*Organizational Commitment (X2)	Accountability of Village Fund Financial Management (Y)	5,211	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
HR (Z)*Information Asymmetry (X3)	Accountability of Village Fund Financial Management (Y)	3,209	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
HR (Z)*Society Participation (X4)	Accountability of Village Fund Financial Management (Y)	2,896	0,004	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected
HR (Z)*Utilization of Information Technology (X5)	Accountability of Village Fund Financial Management (Y)	4,806	0,000	H <sub>a</sub> : Accepted H <sub>0</sub> : Rejected

Source: Processed Primary Data, (2023)

## CONCLUSION

Based on the results of the PLS analysis using SmartPLS 3.0 and the Sobel test on the results and discussion of the research discussed in the previous chapter, it shows that most research results have a significant positive effect between the independent and dependent variables. The conclusions that can be drawn from the results of the analysis are:

1. The effectiveness of internal control significantly positively affects the Accountability of Village Fund Financial Management.
2. Organizational commitment significantly positively affects the Accountability of Village Fund Financial Management.
3. Information asymmetry has a significant positive effect on the Accountability of Village Fund Financial Management.
4. Society participation significantly positively affects the Accountability of Village Fund Financial Management.
5. Utilization of IT has a significant positive effect on the Accountability of Village Fund Financial Management.
6. Human resources can moderate the effect of Internal Control Effectiveness, Organizational Commitment, Information Asymmetry, Society Participation, and Utilization of IT on the Accountability of Village Fund Financial Management.

## RESEARCH LIMITATIONS

In this study, there are several limitations as follows:

1. There are respondents' answers in answering the questionnaire that are less precise. Answering each question is inseparable from the perception of each respondent.
2. Several villages do not update the data researchers need, so they cannot be generalized.
3. The population is only limited to the Asahan District Government.

## **SUGGESTION**

Based on the results of the conclusions obtained, the writer would like to provide suggestions for interested parties, namely as follows:

1. The good performance of an organization cannot be separated from the role of transparency. This can be seen from the transparency of those referred to as employees, who use their physical and psychological abilities to achieve organizational goals and increase each agency division to prepare the budget so that they know the achievement or clarity of the prepared budget targets.
2. It is better if the Asahan Regency Government pays more attention to involvement in budgeting for the needs of its village apparatus so that it can increase the commitment of the apparatus to carry out the operational activities of the Agency. As a result, the creation of work discipline, then the desire and readiness of individuals within the organization to accept various challenges and job responsibilities, causes the self-development and creativity of the apparatus to increase.
3. For future research  
It is hoped that research will be able to add other internal and external factors that are thought to influence accountability, expand the object and population of research, and use more varied data analysis techniques so that it can be useful for further research.

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