

I. FINANCIAL MANAGEMENT AND PERFORMANCE OF VILLAGE OWNED ENTERPRISES

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This study aims to analyze the influence of planning, implementation, and accountability on the performance of village-owned enterprises. This study uses a survey method with a questionnaire as a data collection tool. Village-owned enterprises in Mepanga District are the locus of this research. Employees of Village-Owned Enterprises become the population and respondents in this study. The data analysis method used is multiple regression analysis method with F test and t test. The results showed that simultaneously and partially, planning, implementation and accountability had a positive and significant effect on the performance of village-owned enterprises. Planning that is done well then implemented and accounted for shows the organization is managed effectively and efficiently.

Keywords: *Village Owned Enterprises, Performance, Planning, Implementation, Accountability***1. INTRODUCTION**

The performance of public sector organizations is defined as a level of achievement of success from the implementation of activities that have been listed in the work program to realize the vision and mission of the organization. Performance measures in organizations are very important for evaluating work results and planning in the future, performance measures must be based on organizational strategy [1]. The performance of the village government in terms of managing village funds can be seen through the funds allocated through Village-Owned Enterprises (BUMDes), the extent to which the success rate of BUMDes in achieving and implementing organizational strategies through financial and non-financial activities [2]. In other words, the performance of an organization is reflected in its financial management.

BUMDes economic activities must be accountable to the Village Supervisory Board and Village Community in accordance with applicable regulations through financial reporting. As an output of accountability, financial reporting is certainly an inseparable part of planning and implementation. Do what has been planned and be accountable for what has been done. That means, reviewing financial management – planning, implementation, and accountability – becomes important to measure the performance of an organization. As [3] say, if you can't define performance, you can't measure or manage it.

Mepanga District is one of the sub-districts in Parigi Moutong Regency. This sub-district consists of 18 villages that already have Village-Owned Enterprises. The type of business run by each BUMDes varies. For example, the BUMDes Desa

Kota Raya business which has building rentals in the form of shop houses (ruko) as many as 46 units to the community. The selection of building rentals in the form of Ruko is the result of a comparative study conducted by the Village Head to one of the villages in Klaten, Central Java with the consideration that buildings have a long economic life compared to other fixed assets. The building is located on the main Trans Sulawesi road which is considered strategic enough to attract the public's interest to establish various types of businesses in the shophouse. As of December 2019, the 35 units have been rented by the public, 24 of which have been filled and used in various business activities and the remaining 11 units are in the process of being filled with business equipment by the tenants.

Based on the narrative of the Village Head and Kota Raya Village Assistant, administratively the Village Owned Enterprise does not yet have a management structure so that all administrative matters are still managed by village officials including the preparation of Financial Reports. The Village Head plans to transfer the management from the Village Government to the Village Owned Enterprise Management. The financial statements that have been prepared have not been in accordance with the applicable financial accounting standards. This can be seen from the records made by the village government apparatus only in the form of simple recording of cash inflows and outflows. In fact, the value of income on assets under management is Rp. 267,000,000 per year is a materially significant value. Of course, it must be reported and accounted for both administratively and substantially to the public as the owner of the funds. Financial reports become one of the information that reflects the performance of the organization. Therefore,

analyzing organizational performance, in this case village-owned enterprises from planning, implementation, and accountability are the focus of this research.

2. REVIEW OF LITERATURE

2.1 Effect of Planning, Implementation and Accountability on the Performance of Village Owned Enterprises.

Referring to the Minister of Home Affairs Regulation Number 37 of 2007 concerning village financial management guidelines, it describes that financial management is a cycle consisting of planning, implementation, administration, reporting, and accountability. As a cycle, each stage will be interrelated and synergize with one another. Without negating, the other stages, looking at the phenomena in the field, the planning, implementation, and accountability processes are often crucial stages in the financial management of BUMDes. So that many businesses managed by BUMDes are stuck and do not have business sustainability.

2.2 The Effect of Planning on the Performance of Village Owned Enterprises.

Good performance always begins with a careful planning process. This process prepares a business or activity that will be carried out systematically and logically to achieve the goals that have been previously determined by the superior/leader so that the achievement of organizational goals can be achieved together. Planning in Financial Management has a big role in determining the performance of Village Owned Enterprises.

2.3 Effect of Implementation on the Performance of Village-Owned Enterprises

Implementation is a follow-up to a predetermined plan, said Adisasmita [4]. In other words, implementation is the process of realizing what has been planned. It may be that the realization will be different from the plan. However, the implementation process is also a form of commitment to what has been planned. Therefore, every effort will be used to achieve the target so that the performance appraisal can also be achieved.

2.4 The Effect of Accountability on the Performance of Village Owned Enterprises

Accountability is the process of all financial management activities that are accounted for by BUMDes to the Village Government. BUMDes accountability relates to implementation accountability as outlined in the accountability report.

Based on the relationship between variables, the framework of thought in this study is as follows:

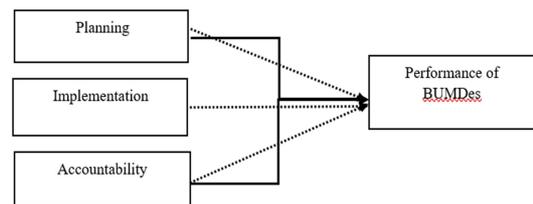


Fig 1. Thinking Framework

3. RESEARCH METHODS

This type of research is a survey research using a questionnaire as an instrument. Structured interviews and relevant documents are the source of data. The target population in this study are BUMDes employees who are involved in financial management who are also respondents. Village-Owned Enterprises in Mepanga District, Parigi Moutong Regency, are the locus of this research.

Validity and reliability tests were conducted to measure the instrument. Validity test is measured by connecting the statement with the total score. The validity of the research instrument is indicated by the value of r-count which is greater than r-critical, with the provision of r-critical of 0.3 [5]. Meanwhile, the reliability test is shown from the consistency of the instrument. The instrument is reliable or reliable if it gives a Cronbach Alpha value > 0.70.

Measurement of each instrument used to measure variables using a Likert scale. To analyze used multiple linear regression analysis and descriptive analysis. The F test is used to determine the simultaneous effect of the independent variable on the dependent variable. This test is carried out by comparing Fcount with Ftable at a 95% level of distrust (α 0.05). Meanwhile, to determine the effect of the independent variable on the dependent variable partially, a t-test was carried out. That is, by comparing tcount > ttable at the 95% level of distrust or 0.05.

4. RESULTS DISCUSSION

Statistical Test Results

TABLE 1. Calculation Results 'Multiple Regression'

No.	Variabel Independen	Koefisien Regresi	t-hitung	Sig.
1.	X ₁	0,335	2,901	0,005
2.	X ₂	0,249	2,152	0,036
3.	X ₃	0,250	2,163	0,035
Konstanta = 1,643		F _{hitung} = 7,907		Sig. F = 0,000
Multiple-R = 0,552		Adjusted R Square = 0,267		α = 0,05

Source: Data processed, 2021

The equation model is as follows :
Based on the test results show that:

1. Simultaneously, the planning, implementation and accountability of financial management have a significant and positive effect on the performance of BUMDes. These results indicate that the effectiveness and efficiency of financial management, service quality, and achievement of goals are largely determined by the planning, implementation, and accountability of BUMDes financial managers. As shown by the results [6], which proves that in the management of BUMDes, planning and implementation as well as administration must follow applicable regulations and standard operating procedures. This will have an impact on optimal BUMDes management accountability. In line with research conducted by Suharyono [6] which shows that Planning, Implementation and Administration affect the Financial Accountability of Village-Owned Enterprises in Bengkalis Regency. This result confirms that in the financial management of BUMDes, planning and implementation as well as administration must follow the applicable regulations and standard operating procedures. This will have implications for the accountability of BUMDes financial management.
2. Planning has a positive and significant impact on the performance of BUMDes. That is, the better the administration of BUMDes financial management is carried out, the more effective and efficient financial management will be, so the better the performance of BUMDes. Planning is done to anticipate things that will hinder the achievement of a goal, because every entity will always be faced with uncertainty. The results of this study are in line with research conducted [6], which showed that planning had a positive and significant effect on the performance of local governments in North Sumatra Province.
3. Implementation has a positive and significant impact on performance. These results indicate that the implementation if done properly will improve the performance of BUMDes. Implementation is the efforts made to carry out all the plans and

policies that have been formulated and determined in advance by completing all the needs of the necessary tools, who will carry it out, where is the place of implementation and when it will start.

4. Accountability has a positive and significant effect on the performance of BUMDes. This means that accountability in the form of financial statements shows the performance of BUMDes for a certain period reflecting the achievements of an organization. Organizational performance will be reflected in its responsibilities. In addition, accountability is also a form of accountability for the financial management of BUMDes.

5. CONCLUSION

Planning, Implementation and Accountability simultaneously have a significant influence on BUMDes Performance; Partially Planning, Implementation and Accountability have a significant effect on BUMDes Performance.

The need to involve BUMDes financial managers in training or technical guidance on the preparation of financial reports; For further research, it is possible to examine variables that can also affect the performance of BUMDes, such as Regional Financial Supervision, Financial Accounting Systems, and Information Technology. In addition, it can use different approaches and methods, such as, interpretive approaches.

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