



**Website:**  
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**DOI:** [10.22219/jaa.v6i2.25007](https://doi.org/10.22219/jaa.v6i2.25007)

**Sitasi:**  
Pramudiati, N., Fachrunnisa, Z, H.,  
Kusmawati, K. (2023). Determinants  
off Budget Performance Based on  
The Value for Money Concept. *Jurnal  
Akademi Akuntansi*, 6(2), 183-198.

**Proses Artikel  
Diajukan:**  
7 Februari 2023

**Direviu:**  
13 Februari 2023

**Direvisi:**  
18 Mei 2023

**Diterima:**  
20 Mei 2023

**Diterbitkan:**  
31 Mei 2023

**Alamat Kantor:**  
Jurusan Akuntansi Universitas  
Muhammadiyah Malang  
Gedung Kuliah Bersama 2  
Lantai 3.  
Jalan Raya Tlogomas 246,  
Malang, Jawa Timur,  
Indonesia

P-ISSN: 2715-1964  
E-ISSN: 2654-8321

**Type Artikel:** Paper Penelitian

## DETERMINANTS OF BUDGET PERFORMANCE BASED ON THE VALUE FOR MONEY CONCEPT

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### ABSTRACT

**Purpose:** This study aims to determine the effect of accountability, transparency, and supervision on the Value for Money concept budget performance at the Gunung Kidul Regency Government.

**Methodology/Approach:** This study uses respondent data derived from the process of distributing questionnaires. Respondents are the Head of Service, Office Treasurer, Head of Finance, and Head of Planning from 24 Regional Apparatus Organizations of Gunung Kidul Regency. The process of data analysis using multiple linear regression with the analytical tool used is SPSS.

**Findings:** The hypothesis proposed in this study is that accountability, transparency, and supervision positively affect the performance of the Value for Money concept budget. The Local governments that apply the principles of accountability, transparency, and good oversight will improve the budget performance process with the Value for Money concept.

**Practical and Theoretical contribution/Originality:** The Regional Government budget can be realized with the principles of economy, effectiveness, and efficiency. The government of Gunung Kidul Regency is expected to increase accountability, transparency, and control to produce good budget performance.

**Research Limitation:** This study has limitations in the level of generalization of research results. This study only measures the influence of the budget with the concept of Value for Money in Gunung Kidul Regency. Each region has different characteristics and conditions, so this research cannot be generalized. Furthermore, research data collection has closed questions so that researchers do not get direct and detailed arguments from respondents as a whole.

**KEYWORDS:** Accountability; Supervision; Transparency; Value for Money.

### ABSTRAK

**Tujuan Penelitian:** Penelitian ini bertujuan untuk mengetahui pengaruh akuntabilitas, transparansi, dan pengawasan terhadap kinerja anggaran dengan konsep Value for Money di Kabupaten Gunung Kidul.

**Metode/Pendekatan:** Penelitian ini menggunakan data responden yang berasal dari proses penyebaran kuesioner. Responden penelitian ini terdiri dari Kepala Dinas, Bendahara Dinas, Kepala Bagian Keuangan, dan Kepala Bagian Perencanaan dari 24 Satuan Kerja Perangkat Daerah Kabupaten Gunung Kidul. Proses analisis data menggunakan regresi linier berganda dengan alat analisis yang digunakan adalah SPSS.

**Hasil:** Hasil dari pengujian hipotesis penelitian ini adalah akuntabilitas, transparansi, dan pengawasan berpengaruh positif



secara parsial terhadap kinerja anggaran dengan konsep *Value for Money*.

**Kontribusi Praktik dan Teoretis/Orisinalitas:** Pemerintah Daerah yang menerapkan prinsip akuntabilitas, transparansi, dan pengawasan yang baik akan meningkatkan proses kinerja anggaran dengan konsep *Value for Money*. Realisasi anggaran Pemerintah Daerah dapat tercapai dengan prinsip ekonomi, efektivitas, dan efisiensi. Pemerintah Kabupaten Gunung Kidul diharapkan dapat meningkatkan akuntabilitas, transparansi, dan pengawasan untuk menghasilkan kinerja anggaran yang baik.

**Keterbatasan Penelitian:** Penelitian ini memiliki keterbatasan dalam tingkat generalisasi hasil penelitian. Penelitian ini hanya mengukur pengaruh anggaran dengan konsep *Value for Money* di Kabupaten Gunung Kidul. Setiap wilayah memiliki karakteristik dan kondisi yang berbeda, sehingga penelitian ini tidak dapat digeneralisasi. Selain itu, pengumpulan data pada penelitian ini memiliki pertanyaan yang bersifat tertutup sehingga peneliti tidak bisa mendapatkan jawaban langsung secara detail dan keseluruhan dari responden.

**KATA KUNCI :** Akuntabilitas; Pengawasan; Transparansi; *Value for Money*.

## INTRODUCTION

Public sector accounting is one of the accounting systems used by both public and non-public institutions. Public institutions receive demands from the public so that the budget is managed in an accountable and transparent manner (Laoli & Si, 2019). The public sector is often seen as a place of inefficiency, waste of funds, leakage and losses, and there is often a mismatch in the use of direct expenditure budgets so that economic, effective and efficient goals are not achieved (Laoli & Si, 2019). The government issues Presidential Instruction No. 1999 concerning Performance Accountability of Government Agencies. The Presidential Instruction obliges every government agency, starting from independent Echelon IV, III, and II Officials and above, to be responsible for the implementation of their main tasks and functions as well as the authority to use the resources and policies entrusted to the strategies which have been formulated previously (www.bpk.go.id). Public sector accounting is often used by government agencies which are often demanded by the public so that the budget is managed transparently and accountably (Laoli & Si, 2019). According to (Boučková, 2015) agency budgets have a positive effect on fiscal discipline. Government employees working in public sector organizations often get pressure from various parties with various interests. If the principle of accountability in public sector organizations can be appropriately applied, then all parties involved in the governance process will not act arbitrarily. They will act according to the proportion of work and the limits of responsibility delegated to them. The principle of accountability can reduce adverse actions from superiors with specific interests. A good application of the principle of accountability can improve local government performance by means that all persons working in public sector organizations must carry out all activities by applicable regulations, show their best performance, and report all activities that are their responsibility (Arifani, 2018).

A budgeting system with a Value For Money approach is appropriate for budget management for public sector organizations (Ashari, 2020). A budgeting system with a Value For Money (VFM) approach is suitable for use in the concept of budget management for public sector

organizations (Ashari et al., 2020). Value for money can be a bridge for the government to achieve good governance, which is essential to implement (Laoli & Si, 2019). The management of public institutions that are accountable, transparent and responsible are the main demands of today's society (Aprianti and Riharjo, 2019).

Accountability is referred to as the realization of the obligation of a public institution to account for the implementation of the mission in achieving the goals set periodically (Riantiarno and Azlina, 2011). Accountability can improve government performance in managing the implementation and prevent opportunities to take deviant actions. Responsibility becomes an instrument to control the achievement of results in public services. In this connection, a performance evaluation is needed to determine how far the results are achieved and the process to accomplish all of that (Husaini and Lucyaditya, 2013).

The application of transparency aims to control the performance of the government. When the government has information disclosure to the public, it will have implications for increasing budget implementation performance (Aprianti and Riharjo, 2019). The budget implementation process requires budgetary policies that the government has set. The more transparent the policies implemented, the more accessible access to information related to accountability reports is for the public (Agustin and Subardjo, 2017).

In addition to implementing accountability and transparency, it is also essential for government agencies to carry out supervision by implementing good supervision. It can prevent or minimize budget irregularities to improve budget management performance (Putri et al., 2018). Supervision is a critical system to oversee managerial activities carried out in government agencies by comparing the implementation that has been carried out and the planned implementation (Arifani, 2018). The first phenomenon that occurs in the OPD of Gunung Kidul Regency is shown in table 1.

Year	Description	Budget	Realization	Value For Money		
				Economic	Efficient	Effective
2017	Income	1853242456241.51	1847105418583.10	91.42%	100.71%	99.67%
	Expenditure	2034780751489.50	1860225638293.01			
2018	Income	1861299324079.01	1850894408120.73	88.25%	95.75%	99.44%
	Expenditure	2008360088107.09	1772307326605.65			
2019	Income	2152246613893.45	2113060424939.34	90.96%	99.10%	98.18%
	Expenditure	2344097979538.61	2132222291588.87			

Data Source: <https://gunungkidulkab.go.id>

**Table 1.**  
Regional Revenue and Expenditure Budget Realization Report

Table 1 shows that the economical, efficient and effective ratios in 2017-2019 experienced instability. In 2019 the financial percentage increased, which means there was a decrease in savings on spending with a predetermined budget. The efficiency ratio has increased, which means there is a decrease in efficiency in managing the resources owned by the funds held. The effective ratio for three years is ineffective because it is below 100%, which means the government's performance is less than optimal. After all, it is unable to complete the target of an activity or program that has been set. For three years, the Regional Government of Gunung Kidul Regency has experienced a decline in budget performance, as seen from the Value For Money concept. The second phenomenon was the Government Agency Performance Accountability System (SAKIP) assessment in Gunung Kidul Regency, which received a BB score. The Gunung Kidul Regency Government implements SAKIP to realize good governance. SAKIP has several systems mutually integrated with an agency, namely planning systems, budgeting systems, and performance reporting systems aligned with the

implementation of financial accountability systems ([Gultom et al., 2022](#)). However, the Gunung Kidul Regency Government is the the district that receives the lowest SAKIP score among the five regencies in the province of the Special Region of Yogyakarta. [www.bpkp.go.id](http://www.bpkp.go.id)

There are inconsistencies in the results of previous years' research. Research conducted by [Laoli and Si \(2019\)](#) There are inconsistencies in the results of previous years' research. Research conducted by [Nababan et al. \(2018\)](#) found that transparency positively impacted budget performance with the Value For Money concept, while research by [Laoli and Si \(2019\)](#) found that transparency positively impacted budget performance with the Value For Money concept, while research by [Puspitasari \(2020\)](#) found that supervision positively impacted budget performance with the VFM concept, while research [Rigian and Sari \(2018\)](#) found that supervision did not have a positive impact on budget performance with the VFM concept. The inconsistency of the results of previous studies is caused by differences in the character of the samples used, so the results of previous studies cannot be generalized. According to agency theory, agency relations in the government sector are that the government as an agent must be accountable for its activities to the public ([Safitri & Mildawati, 2019](#)). One piece of information that is quite important (besides financial reports) is information on local government performance because this information can determine the level of success or failure of a government agency which is measured based on how far the performance achievement that has been budgeted with its realization can be adequately achieved. In this study, the sample used is the Office and Agency in Gunung Kidul Regency, supported by the phenomena. It is described in the background of the problem. Judging from the phenomena that occurred above, this research examines whether accountability, transparency, and supervision positively affect the performance of the Value For Money concept budget.

Agency theory assumes a contractual relationship between two parties, namely the Principal and the agent ([Boučková, 2015](#)). Agency theory is used so that patterns of government agency relationships have proper. The government or agents are obliged to account for the activities carried out to the community ([Safitri and Mildawati, 2019](#)). Agency theory is one of the theories commonly applied to the government sector. Top management in the government, such as Regents/Mayors, Governors, and Presidents, are Agents representatives. The people represented by the DPRD and the DPR are representatives of the Principal. The agency theory explains the relationship between the government and the agent of society. The government gets the mandate or trust from the community to carry out the budget process to improve people's welfare. Agency theory explained patterns of agency relations in the government sector properly. The government, as an agent, must be responsible for its activities to the community ([Safitri and Mildawati, 2019](#)).

One of the information is quite important (besides financial reports). Information on the performance of local governments provided this information can determine the level of success or failure of a government agency which is measured based on how far the performance that has been budgeted with its realization can be adequately achieved. In addition, information is also used to measure how far the performance or program can provide benefits to the community ([Ulum, 2012](#)). The achievement of good governance is a requirement for every government agency to realize the community's aspirations in realizing the goals of the nation and state ([Primayani et al., 2014](#)).

Managing a government agency begins with the preparation of a budget. Operationally, local government budgets are prepared by the executive, who will then seek approval from

legislature members. The budget that the DPRD has determined will be compared with the actual use of the budget. Comparison of budget and budget realization is one of the measurement tools in assessing government performance in terms of value for money. This budget will assess organizational performance by comparing estimates with the budget realization ([Widanaputra and Mimba, 2014](#)). An accounting-based budget system integrates management and cost calculations in forming an accountable and transparent government ([Veledar et al., 2020](#)).

Measurement of budget performance is one of the important factors in a public organization that is needed to assess accountability in producing better and targeted public services ([Indrayani and Khairunnisa, 2018](#)). According to [Vitek and Martínková \(2015\)](#), a public expenditure program is a long-term instrument through which the government seeks to achieve the stated goals of its public policy. Value for Money is also used as a measuring tool for evaluating the performance of public sector organizations ([Štrangfeldová & Štefanišínová, 2020](#)). Estimation of the achievement of regional government performance financially, economically, effectiveness, and efficiency can be measured using the budget and its realization ([Agustin and Subardjo, 2017](#)). Appropriate measurement of budget performance for public sector organizations using the concept of Value for Money ([Khikmah, 2015](#)). The measure of budget performance economically is to use minimal input to get maximum results. Meanwhile, an adequate measure of budget performance is using minimal cost and input to achieve the goals of the budget, and a measure of budget efficiency is using minimal cost to get maximum results ([Laoli and Si, 2019](#)). Value For Money is an indicator that provides information to the public, whether the budget has been spent generating benefits for the community or not ([Putri et al., 2018](#)).

The purpose of measuring performance with the concept of Value For Money is to measure the level of economy in allocating resources ([Fernandes et al., 2015](#)). Achieving the goal of value for money also depends on the level of financial, procedural compliance ([Atiga et al., 2015](#)). Value for money that is done well is useful as a liaison between the government in achieving good governance, namely local governments that are transparent, accountable, economical, effective, and efficient ([Pertiwi, 2015](#)). Research ([Zaato and Hudon, 2015](#)) states that the concept of Value For Money consists of three elements. First, the economy relates to selecting and using resources in a certain quantity and quality at the lowest price. Second, efficient means that the use of public funds (public money) can produce maximum output (effective). Measurement of public organizations is efficient if it produces the maximum output and uses the lowest possible input ([Indrayani and Khairunnisa, 2018](#)). Third, effectiveness means that the use of the budget/management of the organization must achieve the desired target for the public interest.

The obligation of a public organization to account for and describe its implementation in achieving organizational goals set periodically is called accountability ([Riantiarno and Azlina, 2011](#)). Accountability is a key principle used in both theory and practice of finance in the public sector. Accountability is needed to assert responsibility for managing public sector funds ([Szolno-Koguc, 2018](#)). An organization that is accountable if it can describe and describe according to what has been experienced is being planned and implemented by public organizations ([Agustin and Subardjo, 2017](#)). Public accountability helps society control those in public office over their actions, decisions, or expenses ([Sedmíradská, 2015](#)). Accountability shows how the institution develops by using the number of administrative activities. Public administration accountability is not only focused on the financial dimension, but accountability must represent the resulting impact on the environment, social and economic activities, and governance ([Gherardi et al., 2021](#)).

Accountability is a form of responsibility for local governments that must report the results of the activities or activities carried out so that the public can assess whether it has been carried out economically, effectively and efficiently ([Firmansyah et al., 2018](#)). A well-functioning accountability mechanism has good potential to support innovation in the public sector ([Nemec et al., 2016](#)). According to [Setia et al. \(2019\)](#), if the government can account for its performance to the public, its budget performance can also increase. On the contrary, if the government does not account for the performance results to the public or the budget is not managed properly, the budget performance will also decrease. Accountability is a form of local government accountability to the community which is manifested by the preparation of financial reports. The Local Government Financial Statements provide financial information to the public on the revenues and expenditures of the Regional Government for a period. This Financial Report can reflect the performance of the Regional Government in using the budget that has been set ([Husaini, Lucy Aditya, 2013](#)). Accountability that is carried out properly and correctly will increase the achievement of budget performance ([Safitri & Mildawati, 2019](#)). Accountability that is carried out properly and correctly will increase the achievement of budget performance ([Putri et al., 2018](#)). Governments that have high accountability show that they run the organization based on applicable laws and regulations, resulting in good organizational performance and increasing the effectiveness and efficiency of optimal governance ([Safitri & Mildawati, 2019](#)). If the government can account for its performance, it will impact increasing budget performance.

On the contrary, if the government cannot account for the results of performance to the public or is not implemented optimally, budget performance will decrease ([Setia, 2019](#)). Accountability has a positive impact on budget performance with the VFM concept. The statement is supported by [Laoli and Si \(2019\)](#) dan [Ashari's \(2020\)](#) research. Based on the research above, the hypothesis of this research:

**H<sub>1</sub>:** *Accountability has a positive effect on the performance of the Value For Money concept budget.*

Based on the agency theory, the local government as an agent tries to be accountable for its work by publishing information to the public as the principal. Important to the issue of non-profit organizations' accountability is the issue of transparency. Transparency and good governance are necessary to achieve social credibility that enables the survival and achievement of the goals of non-profit organizations ([Ortega-Rodríguez et al., 2020](#)). Transparency in the public sector is carried out to present the budget with the principle of openness and clarity regarding the vision, mission, results and use values obtained by the community from programs whose budgets have been determined ([Arifani, 2018](#)). In addition, the existence of information disclosure can minimize the occurrence of fraud or manipulation that benefits one party ([Aprianti and Riharjo, 2019](#)). Budget transparency is considered a tool for increasing effectiveness and increasing the likelihood of detecting corrupt or wrong decisions ([Sedmíhradská, 2015](#)).

Transparency is the principle of openness of public sector organizations regarding all information related to government activities ([Setiyanningrum, 2016](#)). Public trust has formed when the public obtains information related to the agency's performance. Every agency needs the demand to apply financial statement transparency to improve and evaluate its performance ([Firmansyah, 2018](#)). One of the things that the government needs to do to improve budget performance results is to be open to resource management activities to the public, so the government's budget performance also increases ([Setia, 2019](#)).

According to [Safitri & Mildawati \(2019\)](#), the transparency implemented successfully because the communication is good between the government and the public, such as the budget, which is always communicated through mass media openly, and the right of the public to

access to sufficient information given to the public regarding organizational procedures and responsibilities. It can lead to a budget performance by the vision of the government organization. Research [Putri et al. \(2018\)](#) states that the better the transparency applied by a government agency, the better the performance of the Value For Money concept budget will be. The statement is supported by research by [Husaini, Lucy, Aditya \(2013\)](#); [Pertiwi \(2015\)](#) which states that transparency has a positive effect on budget performance with the Value For Money concept.

The higher the transparency applied by the organization, the better the performance of the government budget ([Putri, April, and Purnomo 2018](#)). The better the implementation of transparency in an organization, the better communication will be encouraged between the regional government as the budget maker and the public as budget users. Transparency through mass media advertisements or a budget explanation by the budget preparer. Transparency and good communication will encourage public trust as users of the budget to the local government as the party preparing the budget. Transparency has a positive impact on budget performance with the VFM concept. This is supported by research [Nababan et al. \(2018\)](#). Based on the research above, the hypothesis of this research:

**H<sub>2</sub>:** *Transparency has a positive effect on the performance of the Value For Money concept budget.*

The public sector needs supervision because monitoring and supervising the public sector is almost impossible to do every day ([Mouraviev, 2012](#)). The public sector acquires management capabilities through supervision and control practices with the help of instructions from the central government ([Wang et al., 2020](#)). Supervision is a means to regulate and supervise the organisation's activities to run optimally ([Rigian and Sari, 2018](#)). Public Sector Organizations need oversight related to the implementation of policies. This supervision can be carried out by supervision or superiors from government officials who are trusted and the public as principals who can carry out supervision by examining the government's financial reports that have been published. Supervision by the public can also be carried out through the publication of local government activities in the mass media. Through this oversight, the community can ensure that the government, as an agent of the community, has implemented policies by established regulations ([Pertiwi, 2015](#)).

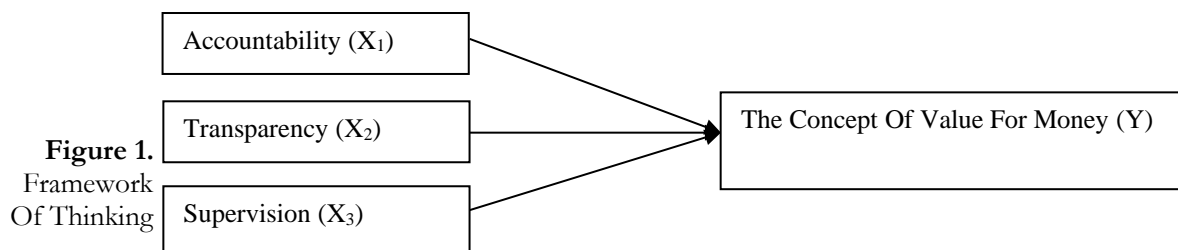
Supervision is an important system for monitoring activities carried out in government institutions by comparing what has been planned and what has been done ([Arifani, 2018](#)). Thus, if supervision is carried out properly, it will improve budget performance ([Pertiwi, 2015](#)). Achieving a good budget cannot be separated from supervision in the preparation and use of the budget ([Nababan et al., 2018](#)). The central policies and activities that are a priority for the welfare of society must have accountability media. The community can participate in supervising to ensure that the government's central policies and programs have been implemented correctly ([Aprianti & Riharjo, 2019](#)). Supervision can prevent deviant practices so that good supervision will improve budget performance with the concept of Value for Money ([Putri et al., 2018](#)).

[Putri et al. \(2017\)](#) and [Pertiwi \(2015\)](#) state that supervision affects budget management with the Value For Money concept. Thus, if supervision is carried out properly and correctly, it will realise budget performance. If supervision is carried out routinely and directly through the performance of subordinates of budget users, the budget performance will be properly and correctly. Supervision has a positive impact on budget performance with the VFM concept. This is supported by research by [Puspitasari \(2020\)](#) dan [Firmansyah et al. \(2018\)](#).

Based on the research above, the hypothesis of this research:

**H<sub>3</sub>:** *Supervision has a positive effect on the performance of the Value For Money concept budget.*

Three independent variables influence budget performance: accountability, transparency, and oversight. This research examined the influence between accountability, transparency, and supervision on budget performance with the concept of Value For Money. The link between the influence of transparency, accountability, and oversight on the performance of the Gunung Kidul Regency local government budget can be compiled in a theoretical framework as follows:



Several factors influence the performance of the Value For Money concept budget. First, what affects budget performance with the VFM concept is accountability (X1) because the increased accountability in a government will improve financial management performance (Nababan et al., 2018). Second, what affects the performance of the budget with the VFM concept is transparency (X2) because implementing transparency in preparing the budget will make it easier for budget announcements to be obtained at any time and easily accessible to the public (Safitri & Mildawati, 2019). Third, supervision affects budget performance with the VFM concept (X3) because supervision compares what should have happened. Besides that, supervision is carried out to prevent deviant behaviour in budget management (Fernandes, 2015). The concept of value for money in the budget can be achieved if the organization has used the most negligible input costs to achieve optimal output to achieve organizational goals (Laoli & si, 2019). The three elements of Value For Money in the budget, namely effectiveness, efficiency, and economy, can be achieved if a budget's accountability, transparency, and oversight can run well.

**METHOD**

This study obtained primary data from questionnaires and measurements on a Likert scale of 1-5. The population of this study was all employees of the Gunung Kidul Regency Office and Agency. The population in this study were all employees of 24 agencies consisting of 19 services and five agencies that are members of the Gunung Kidul Regency Regional Apparatus Organization. Sampling using purposive sampling based on two criteria: Head of Service/Agency, Treasurer, Head of Finance, and Head of Planning, and respondents have a minimum working period of 1 year.

Data analysis techniques include descriptive analysis, data quality testing, and hypothesis testing. Descriptive analysis is an analytical test tool to describe the sample data profile (Ghozali, 2018). Then, the following analysis is to test the quality of the data. The data quality test consists of a validity test and a reliability test. The validity test is data testing to measure the validity of the questionnaire. The questionnaire is valid if the questions can reveal something that is measured. The questionnaire distributed was in the form of a list of written statements to respondents regarding the influence of accountability, transparency, and oversight on budget performance with the Value For Money concept in agencies and agencies that are members of the Regional Apparatus Organization (OPD) of Gunung Kidul Regency according to the criteria set by the researcher. The questionnaire will be taken directly by the researcher at the time agreed by the researcher and the agency or agency.



Meanwhile, testing the data to measure variable indicators in a questionnaire is done by conducting a reliability test. Furthermore, if the data quality test is successful, the following data test is the hypothesis test. The multiple linear regression test is a hypothesis test that aims to determine the success of the hypothesis. Then, the following hypothesis test is the coefficient of determination test. The coefficient of determination is a test to determine the percentage effect of the independent variable on the dependent variable.

The Value For Money concept of budget performance variables is measured using economic, efficient and effective indicators [Nababan et al. \(2018\)](#). Indicators for measuring value for money are budgets with the concept of value for money oriented to the public, economic budgets, efficient budgets, effectivity budgets, fair and equitable budget management, the role of government in budget allocation, and the part of the budget to achieve good governance. The measurement of the accountability variable uses indicators from [Nababan et al. \(2018\)](#), namely efforts to increase efficiency and effectiveness, adequate quality, sensitivity, openness, optimal use of resources, and legitimacy for policymakers. Measurement of the transparency variable using indicators from [Nababan et al. \(2018\)](#), namely the availability of document accessibility, process openness, clarity or completeness of information, and a regulatory framework that ensures transparency. Measurement of monitoring variables using indicators from [Fernandes et al. \(2015\)](#), namely planning for policy formulation, implementation of policy control, accountability for objectives.

Data analysis techniques include descriptive analysis, data quality testing, and hypothesis testing. Descriptive analysis is an analytical test tool to describe sample profile data. The data obtained from the respondents' answers then calculated the percentage seen from the average value (mean), standard deviation, variance, maximum, minimum, sum, and range. Then, the following analysis is to test the quality of the data. The data quality test consists of a validity test and a reliability test. The validity test is data testing to measure the validity of the questionnaire. The validity test is measured using the Pearson correlation. If the probability level of the coefficient is  $<0.05$ , then the questions on the questionnaire are said to be valid. The questionnaire is valid if the questions reveal something that is being measured. While testing the data to measure the indicator variables in the questionnaire is done by conducting a reliability test. The questionnaire is said to be reliable or reliable if Cronbach's Alpha for each variable is more significant than 0.60. Furthermore, if the data quality test is successful, the following data test is the hypothesis test. A multiple linear regression test is a hypothesis test that aims to determine the success of the hypothesis. If the significance level is  $<0.05$ , it shows that partially the independent variable affects the dependent variable.

## RESULTS AND DISCUSSION

Respondents from this study were the parties involved in the preparation, implementation, and responsibility of the budget, namely the head of the agency/agency, treasurer of the agency/agency, the head of the finance department and the head of the planning section at 24 Regional Apparatus Organizations of Gunung Kidul Regency. As many as 96 questionnaires were distributed directly to the respondent's place, either the Department or Agency in Gunung Kidul Regency. Meanwhile, 11 questionnaires were not returned, and 22 questionnaires could not be processed because they did not meet the research criteria and their identity was incomplete. Thus, as many as 63 questionnaires were filled in completely by the respondents to be processed.

**Table 2.**  
Questionnaire Return Rate

Description	Amount	Percentage
Number of questionnaires distributed	96	100%
Number of non-returned questionnaires	11	11%
Number of questionnaires that cannot be processed	22	23%
Number of questionnaires processed	63	66%

Source: primary data processed in 2021

The characteristics of the respondents who were sampled in this study were divided into several groups, namely, according to gender, age, position, years of service, and level of education. Respondents consist of males as many as 34 officials or 54% and female respondents as many as 29 officials or 46%. The majority of respondents in OPD Gunung Kidul are male. Respondents aged 30 years were two employees or 3%; respondents aged 31-40 years were nine employees or 14%; respondents aged 41-50 were 28 employees or 44%; respondents aged 50 years as many as 24 employees or as much as 38%. The majority of respondents in OPD Gunung Kidul are 41-50 years old on average.

Respondents consist of head agency as many as eight employees or 13% and agency treasure as many as 23 employees or 37%. The head of a finance department has as many as 18 employees or 28%. The head of the planning section is as much as 14 or 22%. The majority of respondents served as treasurers of the agency/agency. Respondents who have a working period of 1-5 years are six employees or 9%; respondents who have a working period of 5-10 years are four employees or 6%; respondents who have a working period of > 10 years as many as 53 employees or by 85%. Most respondents have a working period of > 10 years.

Respondents with high school education were five employees or 8%. Respondents with Diploma III education are one employee or 2%. Respondents with S1 education are 39 employees, or 62%. Respondents with S2 education were 18 employees or 29%; respondents with S3 education are 0 employees or 0%; Other educated respondents are 0 employees or 0%. The majority of respondents have an undergraduate education.

**Table 3.**  
Descriptive Statistics Test

Variable	Mean	TCR (%)	Category
X1 Accountability	4,14	82,92%	Good
X2 Transparency	4,07	81,48%	Good
X3 Supervision	4,38	87,62%	Good
Y Budget Performance with VFM Concept	4,20	84,18%	Good

Source: Descriptive Statistics Test From SPSS 15

Based on table 2, respondents' answers to the accountability variable have an average score of 4.14, and the percentage of respondents' achievement level reaches 82.92%. The accountability variable has a good respondent's level of achievement. Respondents' answers to the transparency variable had an average score of 4.07, and the percentage of the respondents' achievement level reached 81.48%. The transparency variable has a good respondent's level of achievement. Respondents' answers to the supervision variable have an average score of 4.38, and the percentage of respondents' achievement level reaches 87.62%. The control variable has a good respondent's level of achievement. Respondents' answers to the VFM concept budget performance variable had an average score of 4.20, and the percentage of Respondents' Achievement Level reached 84.18%. The budget performance variable with the concept of Value For Money has the Respondent's Achievement Level in the good category.

All statements in this research questionnaire show a significance value of Pearson Correlation <0.05, which means it is valid. Each variable in this study shows Cronbach's Alpha value > 0.60, indicating that all variables are declared reliable.

Variable	Beta	T Test	Significance	Hypothesis
Constant	5,917	1,370	0,176	
Accountability	0,452	2,914	0,005	H <sub>1</sub> Accepted
Transparency	0,352	2,106	0,039	H <sub>2</sub> Accepted
Supervision	0,483	2,209	0,031	H <sub>3</sub> Accepted
Adjusted R square: 0,580				
Sttd Error of the Estimate: 2,918				
Fcount:29,487				Significance
F: 0,000**				

**Table 4.** Multiple linear regression analysis test

The adjusted R square value based on table 3 is 0.580, which states that the X variable affects the Y variable, which can be explained by 58%. In contrast, 42% is determined by variables that are not examined. Based on table 3 of the F test results, the calculated F value is 29.487 with an F significance value of 0.000. Based on the test criteria, if the significance value is less than 0.05, so, accountability, transparency and supervision simultaneously or jointly have a positive and significant impact on the performance of the Value For Money concept budget.

Based on table 4, the accountability variable obtained 0.452 and the value of sig. 0.005 < 0.05, so this indicates that H1 is accepted. Based on the descriptive statistical test results, the percentage of respondents' achievement level for the accountability variable is 82.92%, which indicates a good category. Accountability has received a positive response, meaning that accountability at the Gunung Kidul OPD is a reasonable concern of service employees and affiliated agencies. The results of the hypothesis test above show that accountability has a positive effect on budget performance with the VFM concept in the OPD of Gunung Kidul Regency. These results are by agency theory that local governments, as agents act responsibly to the public as principals by showing that they run organizations according to regulations. A government with high accountability produces good organizational performance and increases the effectiveness and efficiency of optimal governance (Safitri & Mildawati, 2019). If the government can be held accountable for its performance, it will impact improving budget performance. The better the accountability of the regional government, the better the performance of the regional government's budget. This result is supported by research Laoli & Si (2019), which states that if the government has high and robust accountability, it will positively influence the budget performance of an institution. Governments that have high accountability show that they comply with applicable laws and regulations so that it impacts organizational performance, including increased budget performance (Safitri & Mildawati, 2019). In addition, a government that can account for its performance can impact increasing budget performance. Conversely, if the government cannot account for the performance results to the public or is less than optimal, then budget performance will experience a decline (Setia 2019).

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**6.2**

Based on table 4, the transparency variable obtained 0.352 and the value of sig. 0.039 < 0.05, so this indicates that H2 is accepted. Based on the descriptive statistical test results, the percentage of the respondents' achievement level for the transparency variable is 81.48%,

which indicates a good category. Transparency has received a positive response, meaning that transparency in the Gunung Kidul OPD is a reasonable concern of service employees and affiliated agencies. The hypothesis test results prove that transparency has a positive effect on budget performance with the VFM concept in the OPD of Gunung Kidul Regency. The results of this study are by agency theory, where the local government as an agent discloses information related to its work to the public as the principal to increase public trust. One of the things the government needs to do to improve budget performance results is to publish resource management activities to the public so that government budget performance also increases. The higher the level of transparency of government institutions, the higher the performance of local government budgets. This result is supported by [Safitri & Mildawati's \(2019\)](#) research, which states that transparency in local government agencies can improve the performance of local governments. Transparency helps control the performance of the government. When appropriately implemented, it will improve budget management performance ([Aprianti & Riharjo, 2019](#)). According to [Husaini & Lucy Aditya \(2013\)](#), implementing transparency can control government performance to prevent corruption and corruption in the budget.

Based on table 4, the supervision variables obtained 0.483 and sig. of  $0.031 < 0.050$ , indicating that H3 is accepted. Based on the descriptive statistical test results, the percentage of Respondents' Achievement Level for the control variable was 87.62%, which indicates a good category. The supervision has received a positive response, meaning that the supervision of the Gunung Kidul OPD is a reasonable concern of service employees and affiliated agencies.

The hypothesis test results prove that supervision has a positive influence on the performance of the VFM concept budget at the OPD of Gunung Kidul Regency. That is, the better the supervision of the regional government, the better the performance of the regional government's budget. These results are by agency theory, where there is oversight of local government performance to ensure that organizational performance is in the interests of society. Moreover, oversight can help increase public trust. Supervision of budget implementation needs to be supervised to ensure that all public policies related to the budget cycle are carried out by applicable laws and regulations and are oriented to public priorities ([Aprianti & Riharjo, 2019](#)). Supervision can prevent deviant practices, so good supervision will improve budget performance with the concept of Value for Money ([Putri et al., 2018](#)). This result is supported by [Putri et al. \(2018\)](#) research, which reveals that carrying out appropriate supervision will suppress the occurrence of budget irregularities to improve budget management.

Achieving a reasonable budget cannot be separated from supervision in the preparation and use of the budget ([Nababan et al., 2018](#)). [Putri et al. \(2017\)](#) dan [Pertiwi \(2015\)](#) state that budget performance is correctly and adequately if supervision is carried out routinely and directly through the performance of budget users' subordinates. The monitoring system implemented by the Gunung Kidul OPD is excellent and able to provide direction to their subordinates regarding their duties to improve the quality of government performance. Local governments need to improve the quality of internal control to increase public accountability. The effectiveness of internal control will assist the government in overseeing the use of the budget to achieve effective, efficient, and economical budget targets ([Jatmiko et al., 2022](#)).

## CONCLUSION

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Accountability, transparency, and supervision positively influence the performance of the Value For Money concept budget at the Gunung Kidul Regency OPD. The better the accountability, transparency and supervision, the better of budget performance at the Gunung Kidul Regency OPD with the Value For Money concept. From the results of this study, the government of Gunung Kidul Regency must maintain and increase accountability or accountability for performance results to the public to improve budget performance. Accountability for budget performance is also carried out by increasing information disclosure to the public to gain public trust and improve budget performance. The existence of information disclosure is undoubtedly influenced by rule enforcement. Therefore, the Gunung Kidul Regency government must maintain and increase supervision. In addition, good supervision can minimize the occurrence of budget irregularities which will result in poor budget performance. The Gunung Kidul Regency Government can prepare a budget using the Value For Money concept by analyzing the efficiency, effectiveness, and economics of the previous year's budget or budget realization. The budget preparation with the concept of Value For Money must be supported by implementing performance that is accountable, transparent, and has reasonable control.

The limitation of this research is that this research only measures the influence of the budget with the concept of value for money in Gunung Kidul Regency. Each region has different characteristics and conditions, so the results of this study cannot be generalized. Future research can add regional samples with almost the same features to make the research results more generalizable and add to discussions related to value-for-money concept budgets. Furthermore, research data collection has closed questions so that researchers do not get direct and detailed arguments from respondents as a whole. Future research might use qualitative research with religious interview techniques to get more complex and valid answers.

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