Jurnal Reviu Akuntansi dan Keuangan, vol 12 no 2, p. 245-259

Article Type: Research Paper

ENHANCING VALUE FOR MONEY PERFORMANCE IN LOCAL GOVERNMENT ORGANIZATIONS: THE ROLE OF PUBLIC FINANCIAL ACCOUNTABILITY AND INTERNAL CONTROL

Bambang Jatmiko[1*], Berliana Sofia Haya[2], Tiyas Puji Utami[3]

Affiliation:
[1,2,3]Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

ABSTRACT

This study examines the role of public financial accountability and internal control implementation on the performance of value for money of Local Government Organizations (LGOs). This study also investigates the role of internal control on public financial accountability and the intervening role of public financial accountability. This study was conducted at the Yogyakarta City Government from October 1 to November 15, 2021, using a survey method. Questionnaire responses obtained were 121, coming from 30 LGOs. The partial least square (PLS) technique was then employed to test the hypotheses. The results revealed that the public financial accountability and internal control implementation were directly associated with the value for money performance of LGOs. Additionally, the internal control implementation was positively associated with public financial accountability, while the public financial accountability played a role as a partial intervening variable (p-value = 0.012). It was also found that the variable with the greatest significant effect on value for money performance was an internal control (p-value = 0.00). The results of this study provide critical practical implications to be considered by local governments to improve their value for money performance through strengthening accounting policy aspects.

KEYWORDS: Internal Control; Local Government Organizations; Public Financial Accountability; Value for Money Performance.

Website:
ejournal.umm.ac.id/index.php/jrak

***Correspondence:**
bambang.jatmiko@umy.ac.id

DOI: 10.22219/jrak.v12i1.22143

Citation:
Jatmiko, B., Haya, B. S., & Utami, T. P. (2022). Enhancing Value for Money Performance in Local Government Organizations: The Role of Public Financial Accountability and Internal Control. *Jurnal Reviu Akuntansi Dan Keuangan, 12(2),245-259.*

Article Process
Submitted:
July 23, 2022

Reviewed:
August 1, 2022

Revised:
August 12, 2022

Accepted:
August 19, 2022

Published:
August 20, 2022

Office:
Department of Accounting
University of Muhammadiyah Malang
GKB 2 Floor 3.
Jalan Raya Tlogomas 246, Malang, East Java, Indonesia

P-ISSN: 2615-2223
E-ISSN: 2088-0685

INTRODUCTION

The decentralization of government in Indonesia impacts financial management and accountability in local government (Harun & Shariyani, 2019). To improve public financial accountability practices, which are eventually expected to improve local government performance, a Self-Assessment of the Implementation of Bureaucratic Reform was initiated (Harun & Shariyani, 2019). As a local government, the Yogyakarta City Government cannot be separated from the demands of this regulation. However, the results obtained by the Yogyakarta City Government in 2020 still appeared to be unsatisfactory, as indicated by the value for money performance below the average (Ansori, 2020). The value for money performance assessment of local government is carried out by referring to three main indicators: economy, effectiveness, and efficiency (Ulum & Sofyani, 2016).

Until today, research on the determinants of value for money performance in Local Government Organizations (LGOs) has been carried out several times (e.g., Aprilia, Nur DP, & Rofika, 2016; Al Khajeh, 2018; Dahlan & Madjodjo, 2020). In detail, some of these prior studies found that important determinants of LGO's value for money performance encompass internal control implementation (Aprilia et al., 2016; Atarwaman, 2019; Yudhasena & Putri, 2019), leadership style (Akparep, Jengre, & Mogre, 2019; Al Khajeh, 2018; Kusumayanti, Ratnasari, & Hakim, 2020), organizational culture (Laras, Santana, Jatmiko, & Utami, 2021; Manggis, Yuesti, & Sapta, 2018), and organizational commitment (Adi, Suardikha, & Putri, 2017; Dahlan & Madjodjo, 2020). However, most of the above studies come from the view of management science, while those from the perspective of public sector accounting are still rare. Additionally, these prior studies have uncovered conflicting results. In accounting-related research, for instance, it was found that while Aprilia et al. (2016), Atarwaman (2019), and Yudhasena and Putri (2019) claimed that internal control implementation had a significant role in enhancing LGO performance, Erawati and Winangsit (2019) noted that it had no relationship with LGO performance. The same result was also disclosed by Dewi, Nasfi, and Yuliza (2021) that internal control did not contribute to increasing financial accountability in the village government. This inconsistency in previous study results has opened a research gap on this topic.

Furthermore, the inconsistency of prior studies related to internal control implementation's role on value for money performance in LGO may be due to the lack of consideration of public financial accountability, an accounting issue, as a critical determinant in promoting the value for money performance of LGO. Altrichter and Kemethofer (2015) noted that accountability pressure improves organizational performance. Specifically, they found that accountability pressure encourages the organization to be more sensitive to stakeholders' demands and audit results and increases the management's involvement in activities improvement. On the other hand, according to an agency theory perspective, LGO employees seen as agents (government administrators) may be motivated to fulfill their desires when performing government duties. As a result, their actions in utilizing government budget or financial resources are only limited to fulfilling work obligations rather than improving the principal's welfare, i.e., the community (Halim & Abdullah, 2006; Sofyani, Akbar, & Ferrer, 2018; Ahyaruddin & Akbar, 2018). Such behavior may tend to ignore the value for money performance of the organization. To mitigate the possible negative impact of agency problems in the realm of LGO financial issues, it is crucial to emphasize the strengthening of accounting policy through public financial accountability (Sofyani, Pratolo, & Saleh, 2022). By doing so, the value for money performance of LGO can be enhanced (Sayuti, Majid, & Juardi, 2018). Given the preceding discussions, it is deduced that the internal control implementation in local governments must first lead to strengthening public financial accountability before finally creating value for money performance.

Based on the discussions mentioned earlier, the current study tries to assess the role of public financial accountability and internal control on the value-for-money performance of LGOs. Additionally, to address the empirical gap in the inconsistency of previous studies' results, this study also tests public financial accountability as an intervening variable. By doing so, this research contributes to the literature on how key factors should be designed to pursue value for money performance in LGOs. In addition, this study explicitly presents a new discussion regarding the role of public financial accountability as an intervening variable. In this respect, public financial accountability is becoming an essential concern in planning, implementation, and accountability pattern of local government financial issues (Sayuti et al., 2018), especially to increase performance and public trust. For this reason, this study is crucial to conduct so that the problem of improving performance in the public sector in Indonesia can be analyzed. Finally, solutions for practical implications can be obtained.

Hypotheses Development

Public financial accountability is the obligation of the management (agent) to provide accountability by presenting, reporting, and disclosing all activities, both financial (government budget) and those with indirect financial implications, which are their responsibility to the trustee (principal/community) with the rights to demand accountability (Mardiasmo, 2016). Sayuti et al. (2018) defined public financial accountability as providing information and disclosure on local government financial activities and performance to all interested parties (stakeholders) so that public rights, including the right to know, the right to be informed, and the right to listen, can be fulfilled.

On the other hand, the public sector is often seen as a hotbed of inefficiency, waste, a source of leakage of funds, and institutions that are always at a loss (Sayuti et al., 2018). Agency theory also views management as selfish by utilizing financial resources (Arifah, 2012; Halim & Abdullah, 2006). To minimize these risks in local governments, public financial accountability is especially pivotal, specifically in promoting a control mechanism within the organization to ensure that the government budget is utilized properly (Sayuti et al., 2018; Sofyani et al., 2022). In this case, the public financial accountability pressure can be a tool to encourage agents to follow what is mandated by related regulations (Sofyani et al., 2022), including a performance from a value for money perspective (Noviyana & Pratolo, 2018; Novatiani, Kusumah, & Vabiani, 2019). Departing from the explanations above, the hypothesis was built as follows:

***H1:** Public financial accountability is positively associated with the value for money performance of LGOs.*

An internal control implementation is an organization's internal policy that aims to strengthen good governance practices within the organization (Sofyani & Ardiyanto, 2022), especially accountability, and to achieve more optimal performance (Abdullahi, Abdullahi, & Muturi, 2016; Sofyani, Abu Hasan, & Saleh, 2022). Putri (2013) argued that the government's internal control could be used to improve performance since it can help oversee the use of public funds managed by government employees. By doing so, the target value for money will be achieved. Besides, internal control can minimize the potential for agency problems that arise from the opportunistic attitude of management by mitigating financial information asymmetry. As such, organizational performance, accountability, and transparency can be improved (Sofyani & Ardiyanto, 2022). Based on the explanations above, the hypothesis was put forward as follows:

H2: *Internal control implementation is positively associated with the value for money performance of LGOs.*

Conceptually, the COSO internal control-integrated framework of 2013, which the Indonesian government officially adopted, formulated three main objectives of internal control implementation in the organization: to ensure the reliability of reporting and accountability practices, the effectiveness and efficiency of operations, and compliance with various applicable regulations (Sofyani, Abu Hasan, & Saleh, 2022). From this insight, it is clear that the internal control implemented at LGO should promote public financial accountability. In addition, strengthening the internal control issue is inseparable from the case of mitigating agency problems and information asymmetry within the organization, which can lead to financial resource fraud, as highlighted by agency theory. Therefore, internal control is considered a mechanism that can alleviate the potential for fraud, error, leakage, and financial inefficiency to further improve organizational performance (Duh, Chen, Lin, & Kuo, 2014; Nawawi & Salin, 2018). Several previous studies have provided empirical evidence regarding this claim. For example, Adeyemi and Olarewaju (2018) found that internal control in the public sector could promote effective and efficient financial accountability. In a similar vein, Utami and Ganika (2021) uncovered that a rising government internal control system would raise regional financial accountability. Based on the previous arguments, the hypothesis was formulated as follows:

H3: *Internal control implementation is positively associated with public financial accountability.*

From the agency theory perspective, the low quality of local government governance, especially accountability, can cause employees to take actions that benefit themselves by utilizing the organization's internal resources, namely the financial ones (Arifah, 2012; Halim & Abdullah, 2006). Therefore, although several crucial factors have been introduced in the organization to pursue performance, such as internal control implementation, such policy may not promote performance without good accountability practices. It may be the reason previous studies found inconsistent results on internal control-value for money performance relationships in public sector organizations. Moreover, the financial governance issue in Indonesia is crucial to implement, given the prominent level of corruption in this kind of institution. On the other hand, effective accountability in the management of financial resources is a requirement for pursuing value for money performance in public sector organizations, considering that the main indicator of value for money is closely related to financial management and governance (Bastian, 2016; Pratolo, 2022; Ulum & Sofyani, 2016). Hence, it is suspected that the effectiveness of public financial accountability practices is the main prerequisite (intervening) in achieving value for money performance in LGOs (Noviyana & Pratolo, 2018). Based on the above explanations, the intervening hypothesis was constructed as follows:

H4: *Internal control implementation is positively associated with the value for money performance of LGOs through public financial accountability.*

Based on the theoretical framework and hypotheses developed above, the research model was formulated as presented in Figure 1.

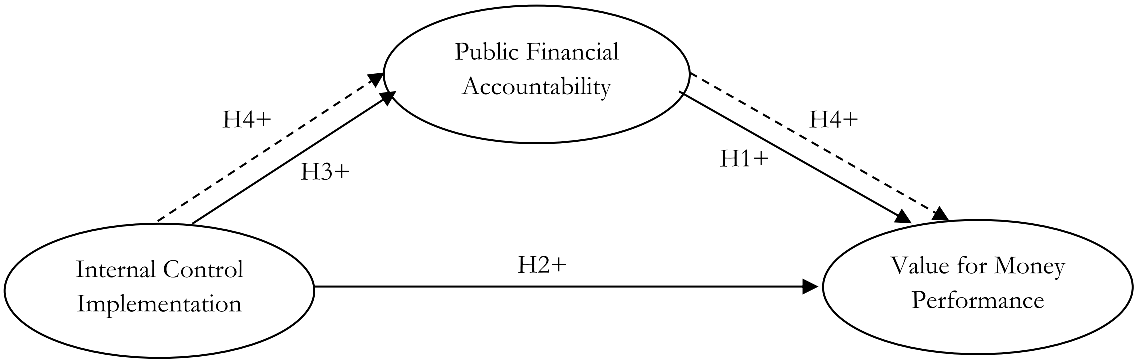

Figure 1. Research Model: Modified from Noviyana and Pratolo (2018) and Sofyani and Ardiyanto (2022)

METHOD

This research was conducted at the Yogyakarta City Government from October 1 to November 15, 2021, using 30 LGOs as research samples. The sampling technique in determining the sampling unit (respondents) employed purposive sampling, with the criteria: the respondents were accounting or finance staff or people involved in accounting practices, financial/budget management, and the pursuit of value for money performance at LGOs. It was intended that respondents had sufficient capability to answer various questions in the questionnaire, especially those relating to public financial accountability and value for money performance. Furthermore, agencies and offices were selected because they are LGOs that prepare, use, and report finance and performance achievements (Abdullah, 2004).

The data collection technique used was a survey method by distributing questionnaires directly to the LGOs so that the questionnaire returns could be high. The instruments utilized were adapted from several previous studies, i.e., Susanti (2014) for value for money performance of LGO, Amelia, Desmiyawati, and Azlina (2014) for internal control implementation in LGO, and Putra (2013) for public financial accountability. The questionnaire measured a Likert scale of 1 to 5, where 1 indicates "strongly disagree" to 5 signifies "strongly agree". It was used as a standard scale for survey research in Indonesia's public sector accounting field. Some indicators in the questionnaire were also made with negative nuances. It was to detect whether the questionnaire was completed correctly or randomly.

Partial Least Square (PLS) was then used to test the hypotheses. It was suitable for use in this study as it allows for a relatively small sample size (Akbar, Pilcher, & Perrin, 2012; Pratolo, Sofyani, & Anwar, 2020). In addition, PLS fits this study, focusing on assessing the relationship between variables rather than the goodness of fit of the research model. However, it should be noted that the PLS approach is limited to exploring the relationship between variables and does not represent the strength of the model under study. Hence, the theoretical implications obtained from PLS test results are still the concern of many statistical academics (Haryono, 2016; Abdillah & Hartono, 2015).

Moreover, the minimum observation number when using PLS as an analysis technique is the ‘10 times rule’ (Hair, Black, Babin, Anderson, & Tatham, 2010). Thus, the observation numbers should be greater than a variable with the highest number of indicators within a model. As value for money is a variable with a maximum number of indicators (9), thus, the minimum observation numbers, as suggested by Hair et al. (2010), should be 90 (9x10). This minimum sample size requirement had been met, with 121 responses successfully collected for this study.

RESULTS AND DISCUSSIONS

The questionnaires were distributed for two months, and a total of 150 questionnaires were successfully distributed to 30 LGOs within the Yogyakarta City Government. The number of successfully re-collected questionnaires was 125 pieces, or 83.33%. However, it was found that four pieces could not be analyzed because they were filled out incompletely. Thus, 121 questionnaires could be analyzed.

Table 1 shows the statistical data on respondent characteristics, displaying details regarding the identity of respondents based on gender, age, education level, position, and length of tenure.

Table 1. Characteristics of Respondents

Characteristic	**Description**	**Number**	**Percentage (%)**
Position	Total Respondents	121	100
	Head of Division/Section	72	59
	Accounting/Financial Staff	36	30
	Secretary of LGO	13	11
Education level	Total Respondents	121	100
	Diploma-3	7	6
	Undergraduate	72	59
	Master	42	35
Length of tenure	Total Respondents	121	100
	<1 year	27	22
	1 to 5 years	53	44
	6 to 10 years	18	18
	>10 years	20	16

As this study used the PLS technique for data analysis, before hypothesis testing was performed, the validity and reliability of the instrument were first tested through measurement model assessment. In the first test, it was found that several indicators of the constructs had loading values less than 0.5, so according to Hair, Hult, Ringle, and Sarstedt (2021), it was recommended to delete them. It is because weak loading values will also affect the low Cronbach's Alpha and Average Variance Extracted values (Hair et al., 2021). In the second test, all the rules of thumb covering convergent validity, discriminant validity, and reliability had been met. Table 2 presents the loading values of all remaining indicators and the AVE, which all agreed to the rule of thumb at 0.5 (Hair et al., 2021).

Code	Indicator	Loading
Public Financial Accountability (PFA) – AVE: 0.505		
PFA3	Public interest is the primary concern in budget management on performance achievement.	0.768
PFA4	The performance outcome indicators to be achieved have been used to evaluate the budget.	0.724
PFA5	The leadership continuously monitors the process of accountability for performance.	0.731
PFA9	Budget management is accountable to the broader community.	0.610
Internal Control (IC) – AVE: 0.566		
IC1	The rules of conduct are applied to all levels of management and subordinates.	0.713
IC2	The leader where I work analyzes the tasks that have been carried out and provides consideration and supervision.	0.793
IC4	The leader where I work is involved in the preparation of strategic plans and annual work plans.	0.793
IC5	Where I work, financial information is provided on time so that it is possible to take appropriate corrective action.	0.787
IC6	Duties assigned to employees can be communicated and understood by internal controls.	0.578
IC7	The leader where I work follows up on the recommendations found by the internal audit team.	0.774
IC8	The leadership where I work determines the appropriate action from the follow-up results to the audit findings' recommendations.	0.802
Value for Money Performance (VFMP) – AVE: 0.562		
VFMP3	The LGO leaders where I work make decisions on financial problems quickly to respond to issues within the organization.	0.699
VFMP4	The LGO leaders where I work respond quickly to the dynamics within the financial organization.	0.811
VFMP6	The LGO where I work emphasizes the vision and mission of the organization to all employees so that organizational goals are achieved.	0.795
VFMP7	The LGO where I work appreciates employees with an excellent work ethic.	0.752
VFMP8	The LGO where I work is open to public complaints, which can improve the organization's quality.	0.793
VFMP9	The management at the LGO where I work puts forward new ways of solving problems that arise concerning financial issues.	0.633

*Indicators with negative nuances are scaled in reverse; AVE = Average Variance Extracted

Table 2. Validity Test Results

Next are the discriminant validity testing results (Table 3). The test results concerning the Fornell and Larcker method signify that discriminant validity had been established. It can be seen from the AVE root value on the diagonal order (bold) higher than the correlation construct with other constructs (Fornell & Larcker, 1981).

Table 3. Discriminant Validity Test (Fornell and Larcker)

Construct	Internal Control	Public Financial Accountability	Value for Money Performance
Internal Control	**0.752**		
Public Financial Accountability	0.566	**0.711**	
Value for Money Performance	0.614	0.517	**0.750**

Moreover, the reliability test results to ensure the consistency of the indicators in measuring the construct also agreed on the rule of thumbs (Table 4). It can be seen from Cronbach's Alpha and Composite reliability values greater than 0.6 and 0.7, respectively (Chin, Marcolin, & Newsted, 2003; Hair et al., 2021). Therefore, since the measurement model assessment results met all the specified requirements, the hypothesis testing with a structural assessment could proceed (Table 5 and Figure 2).

Table 4. Reliability Test Results

Construct	Cronbach's Alpha	Composite Reliability
Internal Control	0.870	0.900
Public Financial Accountability	0.676	0.802
Value for Money Performance	0.846	0.884

Table 5. Structural Model Assessment Results

Direct Relationship	Code	Coefficient	SE	T statistic	P-value
Public Financial Accountability → Value for Money Performance	H1+	0.248	0.095	2.624	0.003
Internal Control → Public Financial Accountability	H2+	0.566	0.070	8.112	0.000
Internal Control → Value for Money Performance	H3+	0.475	0.102	4.645	0.000
Indirect Relationship					
Internal Control → Public Financial Accountability → Value for Money Performance	H4+	0.140	0.062	2.264	0.012
Adjusted R^2: 0.409					

From Table 5, the adjusted R^2 value showed a moderate level of 0.409 (Chin, 1998). This result implies that 40.9% of the value for the money variable was explained by the determinants in the model, while other factors outside the model explained the rest. Thus, the current research model is vital to take into account the practical implications made. Furthermore, all hypotheses were supported, where H1, H2, and H3 were supported at a p-value of 0.01 and H4, predicting the intervening hypothesis, was supported at a p-value of 0.05. However, the intervening hypothesis was only partially supported as the direct relationship between internal control and value for money performance was statistically significant.

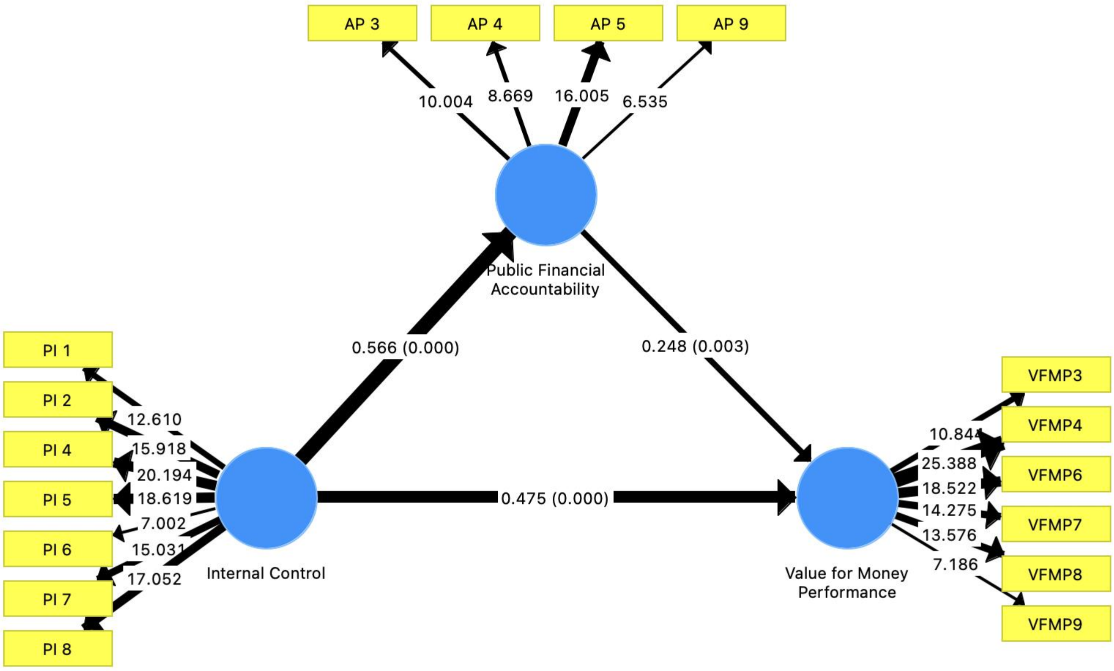

Figure 2. Structural Model Assessment Results

Moreover, from Figure 2, it can be seen that the variable with the strongest significance value in promoting value for money performance at LGOs was internal control implementation (p-value of 0.00), indicated by the relationship line that appears thicker than that of public financial accountability. Furthermore, the significance of the internal control effect also appeared to be exceptionally large on public financial accountability, even the strongest among other relationships. It confirms COSO (2013) and government regulations related to internal control that the main purpose of internal control initiated in this local government is to improve good governance practices in government agencies, especially regarding public financial accountability (Sofyani & Ardiyanto, 2022). These findings also strengthen the indication of agency theory that occurs in the public sector, where internal control is presented to mitigate agency problems and information asymmetry. In doing so, public financial accountability is the concern (Maria & Halim, 2021). Further, although public financial accountability in this study had a smaller effect than internal control (p-value=0.003), it still had a positive role on LGOs' value for money performance. This finding also reinforces the perspective of agency theory, where accountability as a control approach can achieve its goal of improving organizational performance, as found by Noviyana and Pratolo (2018) and Novatiani et al. (2019).

Public Financial Accountability, Internal Control, and Value for Money Performance

Public financial accountability was found to have a positive relationship with the value for money performance of LGOs (H1). This finding is in line with Setiawan and Safri (2016) and Aprilia et al. (2016). Abdullah and Arisanti (2010) argued that accountability is closely related to organizational performance because it can prevent the emergence of moral hazard in using organizational resources that should be allocated to pursue performance. In addition, the pressure of public financial accountability, as part of good governance, is deemed to be able to prevent various forms of irregularities that may occur within the organization, either related to fraud or inefficiency and ineffectiveness issues (Bastian, 2016; Sofyani et al., 2022). Thus, the findings of this study simply conclude that the pursuit of performance can run well if the practice of public financial accountability in LGO also runs well. This finding confirms the agency theory in the context of public sector accounting.

Furthermore, the H2 testing result deduced that internal control had a positive direct relationship to the performance of value for money of LGOs. This result corroborates the findings of Putri (2013) and Al-Thuneibat, Al-Rehaily, and Basodan (2015), which concluded that internal control plays a vital role in improving organizational performance. Internal control is also positively related to public financial accountability (H3). As such, this finding affirms the study by Adeyemi and Olarewaju (2018) and Utami and Ganika (2021). In addition, Duh et al. (2014) and Nawawi and Salin (2018) highlighted that internal control corroboration is related to efforts to mitigate agency problems and information asymmetry within the organization as they can lead to financial resources fraud and eventually interfere with organizational performance improvement. Drawing from this insight, to improve LGOs performance and public financial accountability, the local governments need to maintain and improve the quality of internal control implementation. Additionally, effective internal control will assist in overseeing the use of the budget, which the government utilized incidentally as a public fund, and then controlling it to achieve value for money performance targets (effectiveness, efficiency, economy). It is also in proportion to Aprilia et al. (2016) that good internal control will help government organizations to control existing financial resources from potential agency problems that may lead to fraud that interferes with value-for-money performance.

The Intervening Role of Public Financial Accountability

From intervening test results (H4), internal control implementation had a positive indirect relationship with the value for money performance of LGOs through public financial accountability. Meanwhile, internal control implementation was directly associated with the value for money performance of LGOs. From these findings, it can be indicated that the role of public financial accountability was partially intervening. These findings address inconsistencies in the results of previous studies highlighted earlier. These results also affirm studies by Bastian (2016), Noviyana and Pratolo (2018), and Sofyani et al. (2022) that good governance mechanisms are needed to be a prerequisite for improving organizational performance. Besides, it signifies that specific organizational control policies may not contribute to the achievement of LGO performance if the practice of public financial accountability, as a control mechanism within government institutions, has not been carried out properly. Thus, this finding underpins the importance of internal control in strengthening the accounting policy aspect over financial management and governance in LGO to control and reduce potential agency problems. By so doing, it can further encourage value for money performance (Chen, Yang, Zhang, & Zhou, 2020; Halim & Abdullah, 2006). Hence, theoretically, this study confirms that the agency theory perspective is still relevant in the context of public sector accounting, although some researchers mentioned that stewardship theory is the basis for public sector accounting practices in Indonesia, especially in local governments (see: Pratolo, 2022; Ritonga, 2020). Practically speaking, the results of this study also strengthen the support for the importance of increasing public financial accountability in LGOs to improve value for money performance in that organization.

CONCLUSION

This study empirically examined the relationship between public financial accountability, internal control implementation, and value for money performance by positioning public financial accountability as an intervening variable in LGOs in Yogyakarta City. The results of PLS analysis involving 121 survey data implied that public financial accountability and internal control implementation had a direct positive relationship with the value for money performance of LGOs. In addition, internal control was positively associated with public financial accountability, and public financial accountability played a partial intervening variable in the internal control-value for money performance relationship. From these results, an essential note underlined is that both critical factors, i.e., public financial accountability and internal control implementation, must continue to be improved due to their crucial roles in promoting value for money performance in LGO. Specifically, it aims to minimize agency problems in financial governance in local government, which might interfere with value for money performance.

This study has limitations that are important to note for readers. First, this research was only conducted within the scope of the LGOs in Yogyakarta City. This condition impacted the lack of generalizability of the study results. Therefore, further research on associated topics needs to be carried out in other areas to continue to develop discussions related to value for money performance and public financial accountability in LGO. Another limitation of this study is that it did not perform cross-validation since the required secondary data were not publicly available. To follow up on this limitation, further studies can perhaps be carried out with a qualitative approach to provide more in-depth and detailed exploration results regarding the practice and role of each variable in improving the performance of LGO.

REFERENCES

Abdillah, W., & Hartono, J. (2015). *Partial Least Square (PLS): Alternatif structural equation modeling (SEM) dalam penelitian bisnis.* Yogyakarta: Penerbit Andi.

Abdullah, A., & Arisanti, H. (2010). Pengaruh budaya organisasi, komitmen organisasi dan akuntabilitas publik terhadap kinerja organisasi pada Kantor Wilayah Direktorat Jenderal Perbendaharaan Bengkulu. *Jurnal Ekonomi dan Bisnis, 9*(2), 1-16.

Abdullah, S. (2004). Akuntansi sektor publik akuntansi keuangan daerah. *KINERJA, 8*(2), 209-210. https://doi.org/10.24002/kinerja.v8i2.898

Abdullahi, M. H., Abdullahi, M., & Muturi, W. (2016). Effect of internal control systems on financial performance of higher education institutions in Puntland. *International Journal of Economics, Commerce and Management, 4*(12), 762-780. https://doi.org/10.24002/kinerja.v8i2.898

Adeyemi, F. K., & Olarewaju, O. M. (2018). Internal control system and financial accountability: An investigation Of Nigerian South-Western public sector. *Acta Universitatis Danubius. Œconomica, 15*(1), 134-150.

Adi, I. W. A., Suardikha, I. M. S., & Putri, I. (2017). Pengaruh komitmen organisasi, budaya organisasi dan kepuasan pengguna SIMDA pada kinerja Satuan Kerja Perangkat

Daerah. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana, 6*(6), 2587-2616.

Ahyaruddin, M., & Akbar, R. (2018). Indonesian Local Government's Accountability and Performance: The Isomorphism Institutional Perspective. *Journal of Accounting and Investment, 1*(2), 1-11. https://doi.org/10.18196/jai.190187

Akbar, R., Pilcher, R., & Perrin, B. (2012). Performance measurement in Indonesia: the case of local government. *Pacific Accounting Review, 24*(3), 262-291. https://doi.org/10.1108/01140581211283878

Akparep, J. Y., Jengre, E., & Mogre, A. A. (2019). T*he influence of leadership style on organizational performance at TumaKavi Development Association*. Tamale: Northern Region of Ghana. https://doi.org/10.4236/ojl.2019.81001

Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research, 2018*, 1-10. https://doi.org/10.5171/2018.687849

Al-Thuneibat, A. A., Al-Rehaily, A. S., & Basodan, Y. A. (2015). The impact of internal control requirements on profitability of Saudi shareholding companies. *International Journal of Commerce and Management, 25*(2), 196-217. https://doi.org/10.1108/IJCOMA-04-2013-0033

Altrichter, H., & Kemethofer, D. (2015). Does accountability pressure through school inspections promote school improvement? *School effectiveness and school improvement, 26*(1), 32-56. https://doi.org/10.1080/09243453.2014.927369

Amelia, I., Desmiyawati, & Azlina, N. (2014). Pengaruh Good Governance, Pengendalian Intern, Dan Budaya Organisasi terhadap Kinerja Pemerintah Daerah. *JOM FEKON, 1*(2), 1-15.

Ansori, R. (2020). Kecewa Kinerja OPD Pemkot Yogyakarta Masih Rendah. Retrieved from Kecewa Kinerja OPD Pemkot Yogyakarta Masih Rendah. Retrieved from https://www.tagar.id/kecewa-kinerja-opd-pemkot-yogyakarta-masih-rendah.

Aprilia N., Nur DP, E., & Rofika. (2016). *Pengaruh Good Corporate Governance, Budaya Organisasi dan Pengedalian Intern Terhadap Kinerja Organisasi Dengan Akuntabilitas Publik sebagai Variabel Intervening (Survey Terhadap Rumah Sakit Di Kota Padang)*. (Doctoral Dissertation). Universitas Riau, Retrieved from https://media.neliti.com/media/publications/127717-ID-pengaruh-good-corporate-governance-buday.pdf

Arifah, D. A. (2012). Praktek Teori Agensi pada Entitas Publik dan Non Publik. *Jurnal Prestasi, 9*(1), 85-95.

Atarwaman, R. J. (2019). Pengaruh Budaya Organisasi, Komitmen Organisasi, Dan Akuntabilitas Publik Terhadap Kinerja Satuan Kerja Perangkat Daerah (SKPD) Kota Ambon. *Soso-Q: Jurnal Manajemen, 5*(2), 20-31.

Bastian, I. (2016). *Akuntansi Kecamatan dan Desa*. Jakarta: Erlangga.

Chen, H., Yang, D., Zhang, J. H., & Zhou, H. (2020). Internal controls, risk management, and cash holdings. *Journal of Corporate Finance*, *64*, 101695. https://doi.org/10.1016/j.jcorpfin.2020.101695

Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information systems research, 14*(2), 189-217. https://doi.org/10.1287/isre.14.2.189.16018

COSO (Committee of Sponsoring Organisations of the Treadway Commission). (2013). *Internal Control-Integrated Framework*. Durham: American Institute of Certified Public Accountants (AICPA).

Dahlan, F., & Madjodjo, F. (2020). Pengaruh komitmen organisasi dan budaya organisasi terhadap kinerja Organisasi Perangkat Daerah Kota Tidore Kepulauan. *Indonesia Accounting Journal, 2*(2), 196-203. https://doi.org/10.32400/iaj.31212

Dewi, Y. A., Nasfi, N., & Yuliza, M. (2021). Internal Control System, Utilization of Accounting Information Technology, on Village Fund Management Accountability. *International Journal of Economics, Business and Accounting Research (IJEBAR), 5*(1), 384-397. https://doi.org/10.29040/ijebar.v5i1.2040

Duh, R.-R., Chen, K.-T., Lin, R.-C., & Kuo, L.-C. (2014). Do internal controls improve operating efficiency of universities? *Annals of Operations Research, 221*(1), 173-195.

Erawati, T., & Winangsit, W. (2019). Pengaruh Pemanfaatan Teknologi Informasi, Pengendalian Internal dan Komitmen Organisasi Terhadap Kinerja Organisasi (Studi Empiris Satuan Kerja Perangkat Daerah Kabupaten Gunungkidul). *Jurnal Akuntansi Dewantara, 1*(1), 93-102. doi:10.24964/japd.v1i1.803

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research, 18*(1), 39-50. https://doi.org/10.1177/002224378101800104

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010). *Multivariate data analysis*. New Jersey: Upper Saddle River, NJ: Pearson Prentice Hall.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage publications. https://doi.org/10.1007/978-3-030-80519-7

Halim, A., & Abdullah, S. (2006). Hubungan dan masalah keagenan di pemerintahan daerah: sebuah peluang penelitian anggaran dan akuntansi. *Jurnal Akuntansi Pemerintah, 2*(1), 53-64.

Harun, A., & Shariyani. (2019). Pemanfaatan Google Drive Dalam Penilaian Mandiri Pelaksanaan Reformasi Birokrasi (PMPRB) di Pemerintah Provinsi Kepulauan Riau. *Jurnal Trias Politika, 3*(1), 22-34. https://doi.org/10.33373/jtp.v3i1.2408

Haryono, S. (2016). *Metode SEM untuk penelitian manajemen dengan AMOS 22.00, LISREL 8.80 dan Smart PLS 3.0*. Jakarta: Badan Penerbit PT. Intermedia Personalia Utama.

Kusumayanti, K., Ratnasari, S. L., & Hakim, L. (2020). Pengaruh Motivasi Kerja, Disiplin Kerja, Lingkungan Kerja, Dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Negeri Sipil Dinas Perindustrian Dan Perdagangan Daerah Pemerintah Kota Batam. *BENING, 7*(2), 178-192. https://doi.org/10.51877/mnjm.v2i2.121

Laras, T., Santana, R. M., Jatmiko, B., & Utami, T. P. (2021). Testing the Mediating Role of Career Development in Affecting Intellectual Capital and Organizational Culture on Employee Performance: Evidence of Local Banks in Yogyakarta, Indonesia. *Journal of Accounting and Investment, 23*(1), 16-32. doi:10.18196/jai.v23i1.12694

Manggis, I. W., Yuesti, A., & Sapta, I. K. S. (2018). The Effect of Career Development and

Organizational Culture to Employee Performance with Motivation of Work as Intervening Variable in Cooperation in Denpasar Village. *International Journal of Contemporary Research and Review, 9*(07), 20901-20916. doi:10.15520/ijcrr/2018/9/07/553

Mardiasmo. (2016). *Akuntansi Sektor Publik*. Yogyakarta: Penerbit Andi.

Maria, E., & Halim, A. (2021). E-government dan korupsi: studi di pemerintah daerah, indonesia dari perspektif teori keagenan. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, *5*(1), 40-58.

Nawawi, A., & Salin, A. S. A. P. (2018). Internal control and employees' occupational fraud on expenditure claims. *Journal of Financial Crime, 25*(3), 891-906. https://doi.org/10.1108/jfc-07-2017-0067

Novatiani, A., Kusumah, R. W. R., & Vabiani, D. P. (2019). Pengaruh Transparansi dan Akuntabilitas Terhadap Kinerja Instansi Pemerintah. *Jurnal Ilmu Manajemen dan Bisnis*, *10*(1), 51-62. https://doi.org/10.17509/jimb.v10i1.15983

Noviyana, R. A., & Pratolo, S. (2018). Pengaruh Sistem Pengendalian Intern dan Motivasi Kerja Terhadap Kinerja Instansi Pemerintah dengan Akuntabilitas Publik Sebagai Variabel Intervening: Studi pada Organisasi Perangkat Daerah Kabupaten Klaten. *Reviu Akuntansi Dan Bisnis Indonesia, 2*(2), 129-143. https://doi.org/10.18196/rab.020227

Pratolo, S. (2022). *Akuntansi di Organisasi Sektor Publik*. Yogyakarta: LP3M UMY.

Pratolo, S., Sofyani, H., & Anwar, M. (2020). Performance-based budgeting implementation in higher education institutions: Determinants and impact on quality. *Cogent Business & Management, 7*(1), 1786315. https://doi.org/10.1080/23311975.2020.1786315

Putra, D. (2013). Pengaruh akuntabilitas publik dan kejelasan sasaran anggaran terhadap kinerja manajerial Satuan kerja perangkat daerah (Studi Empiris pada Satuan Kerja Perangkat Daerah Kota Padang). *Jurnal Akuntansi, 1*(1), 1-23.

Putri, G. Y. (2013). Pengaruh Komitmen Organisasi Dan Sistem Pengendalian Intren Pemerintah (SPIP) Terhadap Kinerja Manajerial SKPD (Studi Empiris pada Satuan Kerja Perangkat Daerah Kota Padang). *Jurnal Akuntansi, 1*(1)1,23.

Ritonga, I. T. (2020). Public accounting and business accounting: two different upstream. *Journal of Accounting and Investment, 21*(3), 401-416. https://doi.org/10.18196/jai.2103156

Sayuti, S., Majid, J., & Juardi, S. S. (2018). Perwujudan Nilai Transparansi, Akuntabilitas dan Konsep Value for Money dalam Pengelolaan Akuntansi Keuangan Sektor Publik. *ATESTASI: Jurnal Ilmiah Akuntansi, 1*(1), 16-28. https://doi.org/10.33096/atestasi.v1i1.39

Setiawan, H. E., & Safri, M. (2016). Analisis pengaruh akuntabilitas publik, transparansi publik dan pengawasan terhadap kinerja satuan kerja perangkat daerah di Kabupaten Bungo. *Jurnal Perspektif Pembiayaan dan Pembangunan Daerah, 4*(1), 51-72. https://doi.org/10.22437/ppd.v4i1.3533

Sofyani, H., & Ardiyanto, I. (2022). Determinan Kinerja Manajerial Pemerintah Desa Di Kabupaten Bantul. *Jurnal Akademi Akuntansi, 5*(2), 149-165. https://doi.org/10.22219/jaa.v5i2.18424

Sofyani, H., Abu Hasan, H., & Saleh, Z. (2022). Internal control implementation in higher education institutions: determinants, obstacles and contributions toward governance practices and fraud mitigation. *Journal of Financial Crime, 29*(1), 141–158. https://doi.org/10.1108/JFC-12-2020-0246

Sofyani, H., Akbar, R., & Ferrer, R. C. (2018). 20 years of performance measurement system (PMS) implementation in Indonesian local governments: Why is their performance still poor? *Asian Journal of Business and Accounting, 11*(1), 151-184. https://doi.org/10.22452/ajba.vol11no1.6

Sofyani, H., Pratolo, S., & Saleh, Z. (2022). Do accountability and transparency promote community trust? Evidence from village government in Indonesia. *Journal of Accounting & Organizational Change, 18*(3), 397-418. https://doi.org/10.1108/JAOC-06-2020-0070

Susanti, I. (2014). *Pengaruh good governance, pemanfaatan teknologi informasi dan pengendalian intern terhadap kinerja organisasi (studi pada skpd kabupaten siak).* Riau University.

Ulum, I., & Sofyani, H. (2016). *Akuntansi (Sektor) Publik*. Yogyakarta: Aditya Media.

Utami, F., & Ganika, G. (2021). The effect of government internal control system on regional financial accountability. *Economic Education Analysis Journal, 10*(2), 326-335.

Yudhasena, I. G. I., & Putri, I. G. A. D. (2019). Pengaruh Good Government Governance, Pengendalian Intern, dan Budaya Organisasi Terhadap Kinerja Organisasi Perangkat Daerah (OPD). *E-Jurnal Akuntansi, 28*(1), 434-464. https://doi.org/10.24843/EJA.2019.v28.i01.p17