

Financial Management of Village-owned Enterprises Affected by Employee Competency and Organizational Culture

Faisal Abdullah¹, Mediaty², Anis Anshari Mas'ud³

¹Business Administration, Flinders University, Adelaide, South Australia.

²Accounting, Hasanuddin University, Makassar, Indonesia.

³Management, Universitas Sulawesi Barat, Majene, Indonesia.

*e-mail correspondence: faisalabdulah@flinders.edu.au

(Received: on 28 May 2024; Reviewed: on 31 May 2024; Accepted on 14 June 2024)

ABSTRACT

This study reveals new dynamics in BUMDes financial management by identifying the role of employee competence and organizational culture in managing the financial affairs of Village-owned Enterprises. The objective of this research is to test the hypothesis regarding the influence of employee competence and organizational culture variables on BUMDes financial management. The population in this study consists of 800 BUMDes managers in the city of Parepare. The data collection method employed in this research is a survey method, using structured questionnaires distributed through purposive sampling techniques. Employee competence positively affects BUMDes financial management; higher competence levels are associated with increased financial management accountability in BUMDes. Organizational culture also positively influences BUMDes financial management, as it creates a supportive work environment, clarifies vision and mission, and provides incentives for good performance. These findings offer a new perspective on the importance of organizational culture in managing the contributions of various factors to BUMDes financial management.

Keywords: financial management, employee competence, organizational culture, BUMDes

ABSTRAK

Penelitian ini mengungkapkan dinamika baru dalam pengelolaan keuangan BUMDes dengan mengidentifikasi peran kompetensi pegawai dan budaya organisasi dalam mengelola urusan keuangan BUMDes. Tujuan dari penelitian ini adalah untuk menguji hipotesis mengenai pengaruh variabel kompetensi pegawai dan budaya organisasi terhadap pengelolaan keuangan BUMDes. Populasi dalam penelitian ini terdiri dari 800 pengelola BUMDes di Kota Parepare. Metode pengumpulan data yang digunakan dalam penelitian ini adalah metode survei, dengan menggunakan kuesioner terstruktur yang disebarkan melalui teknik purposive sampling. Kompetensi pegawai berpengaruh positif terhadap manajemen keuangan BUMDes; tingkat kompetensi yang lebih tinggi berhubungan dengan peningkatan akuntabilitas manajemen keuangan di BUMDes. Budaya organisasi juga berpengaruh positif terhadap pengelolaan keuangan BUMDes, karena budaya organisasi menciptakan lingkungan kerja yang mendukung, memperjelas visi dan misi, dan memberikan insentif untuk kinerja yang baik. Temuan ini menawarkan perspektif baru tentang pentingnya budaya organisasi dalam mengelola kontribusi berbagai faktor terhadap pengelolaan keuangan BUMDes.

Kata Kunci: pengelolaan keuangan, kompetensi pegawai, budaya organisasi, BUMDes

INTRODUCTION

The government has enacted Law No. 6 of 2014 concerning Villages, which states that Village-Owned Enterprises, hereinafter referred to as BUM Desa, are business entities whose capital is wholly or largely owned by the village through direct investment derived from the separated village assets, aimed at managing assets, providing services, and engaging in other ventures for the maximum welfare of the village community. BUM Desa serves as an economic pillar in the village, functioning as both a social and commercial institution with the objective of generating profit by offering local resources in the form of goods and services to the market (Kasse, Gana, Yewang, Hikmah, & Arifin, 2020). BUM Desa plays a crucial role for village governments and communities, as it helps support the village economy, increases village original income, and enhances the potential of village development in accordance with the community's needs (Apriliani, Nurhayati, & Purnama, 2021). The financial management of BUM Desa in Indonesia has undergone changes since the issuance of Law No. 6 of 2014 concerning Villages, which provides villages with the space to develop according to their characteristics and typologies, prioritizing community participation as the driving force. This is reinforced by the Minister of Home Affairs Regulation No. 20 of 2018 concerning village financial management, which states that village finances encompass all village rights and obligations that can be valued in money, as well as all matters in the form of money and goods related to the execution of village rights and obligations (Nurhazana & Wahyuni, 2020).

The financial management of BUM Desa is based on financial management stages, starting from budget planning, realization of the plan, financial administration, financial reporting, and accountability for the management of BUM Desa assets. The compiled financial reports containing financial information are highly useful for selecting alternative decisions to ensure targeted decision-making, and they also serve as an accountability measure for BUM Desa in managing the assets entrusted by the community to the BUM Desa managers (Widodo & Suharyono, 2021). However, BUM Desa has not yet been able to develop the local economy effectively, as it was established without considering the village's potential, needs, and capabilities in capital participation, along with the village's limitations in providing business capital (Karlina & Kudus, 2017). One of the challenges faced by BUM Desa is the inadequate capital participation, which discourages many villages from developing their BUM Desa. Additionally, the competency of managers selected unprofessionally based on familial ties rather than qualifications contributes to the lack of activity and creativity in managing BUM Desa (Rusman, 2018). Despite some villages successfully establishing BUM Desa, many others have not due to obstacles such as insufficient capital participation, lack of village potential mapping, and inadequate human resources (HR). Further challenges in BUM Desa development include communication, transparency, and accountability issues among BUM Desa, village governments, and village communities (Anggraeni, 2016). The financial management of BUM Desa is also influenced by community participation. According to Law No. 6 of 2014, Article 82 explains that the community plays a vital role in supervising and controlling development for good village governance. The first step in community participation is involvement in the budgeting planning process. According to Kim and Schachtelr (2013), participation facilitates information exchange between the community and government officials. The community has the right to be informed about development plans and their implementation and to oversee village governance through BUM Desa management.

BUM Desa managers must possess a strong organizational culture to ensure accountability for all activities conducted within the organization, aiming to improve public services. An organization with a strong culture is likely to make greater efforts to work towards its success, including in accountable financial management. Individuals committed to an organization demonstrate a strong belief in its goals, a desire to remain part of it, and a willingness to enhance their performance to achieve organizational objectives (Mediati, Taulfik, & Anggraini, 2018). The

managers of BUM Desa must embody a strong organizational culture to account for all activities within the organization to enhance public service. A committed individual is characterized by a strong belief in the organizational culture, a desire to remain within the organization, and a willingness to improve performance to achieve organizational goals (Mediati, 2018). Studies by Apriliani, Nurhayati, and Purnama (2021), Ashraff, Kee, Hazimah, and Syafiqah (2020), and Basalamah, Ramli, Sinring, and Alam (2019) state that organizational culture has a positive and significant impact on financial management. This research expands upon previous studies, particularly those by Apriliani, Nurhayati, and Purnama (2021), using the same variable of employee competence. The difference from previous research lies in the indicators of the dependent variable and the inclusion of organizational culture as an exogenous variable. Previous studies used indicators of accountability such as honesty, legal, process, program, and policy accountability. In this study, the indicators used are competence and culture, which are components of financial management. The researchers added the organizational culture variable because the community, as the closest environment to the village government, is a strategic subject in overseeing BUM Desa financial management. Organizational culture was chosen as the novelty of this research due to its necessity in implementing accountability. This implies a willingness to take responsibility for tasks entrusted to individuals within the organization.

RESEARCH METHOD

The research will be carried out at Village-Owned Enterprises (BUMDes) in the Parepare City, South Sulawesi, Indonesia. The population in this research is BUMDes managers in Parepare City, and there are 800 managers. The data collection method used in this research is a survey method by distributing structured questionnaires with a purposive sampling technique. The data analysis method uses multiple regression tests and moderated regression analysis (MRA).

The formula for the multiple linear regression analysis test is as follows:

$$Y = \alpha + \beta_1 X_1 + \varepsilon$$

The formula for the MRA tests is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z + \beta_4 X_1 - Z + \beta_5 X_2 - Z + \varepsilon$$

Information:

Y = BUMDes financial management

α = Constant

$\beta_1 - \beta_5$ = Coefficient

X1 = Employee competence

X2 = Organizational Culture

X1-Z = Interaction between employee competencies and organizational culture

X2-Z = Interaction between organizational culture and employee competencies

ε = Error

RESULTS AND DISCUSSIONS

A. Descriptive Statistics

Descriptive statistics are statistics that are used to describe or depict data that has been collected as it is without the intention of drawing generalized conclusions. The sample data processed in this research was 800. Descriptive statistics for all variables can be seen in the following table:

Table 1. Descriptive Statistics Example ($N=800$)

Construct	Min.	Max.	M	SD
Employee competence	12	25	21,56	2,749
Organizational Culture	18	30	26,12	2,630
BUMDes Financial Management	19	35	30,23	3,399

Note. M = Mean, SD = Standard Deviation.

Table 1 shows that based on the answers from 800 respondents, the results of measuring the Employee Competency variable (X1) have a minimum value of 12 and a maximum value of 25. The average answer score (mean) is 21.56 with a standard deviation of 2.749. The results of measuring the Organizational Culture (X2) have a minimum value of 18 and a maximum value of 30. Meanwhile, the average answer score (mean) is 26.12 with a standard deviation value of 2.630. The results of measuring the BUMDes Financial Management variable (Y) obtained a minimum value of 19 and a maximum value of 35. The average answer score (mean) was 30.23 with a standard deviation value of 3.399. The results of measuring the Organizational Culture (Z) variable obtained a minimum value of 18 and a maximum value of 35. The average answer score (mean) was 29.39, and a standard deviation value of 3.900. This indicates that the mean value is a good representation of the overall data in the study because the standard deviation value is smaller than the mean.

Table 2. Regression Analysis Test Results Without Moderation

Construct	Coefficien	Beta	t	Sig.
Employee competency	0,459	0,371	6,868	0,000
Organizational culture	0,667	0,070	9,545	0,000

Note. $R^2 = 0,634$

The adjusted R Square coefficient of determination in Table 3 is 0.634 or 63.4%. These results indicate that the BUMDes financial management variable is influenced by 63.4% by the human resource competency variable (X1) and community participation (X2). The remaining 36.6% is influenced by other variables not examined in this study. The results of the F-test can be seen that $F_{count} > F_{table}$ ($173.125 > 2.65$), which means that human resource competency and community participation have a significant effect on BUMDes financial management.

Table 3. Regression Analysis Test Results With Moderation

Construct	Coefficien t	Beta	T	Sig.
Employee competency (X1) * Organizational Culture(Z)	0,049	2,088	3,290	0,001
Organizational culture (X2) * Employee competence (Z)	-0,037	-1,749	-3,037	0,003

Note. $R^2 = 0,652$

From the test in Table 3, the adjusted R Square coefficient of determination in model 2 shows a value of 0.652 or 65.2%. This means that the BUMDes financial management variable (Y) is influenced by 65.2% by human resource competencies (X1) and community participation (X2) after being related to the organizational commitment variable (Z), while the remaining 34.8% is influenced by other variables outside of the variables in this study. The results of the F-test can be seen that $F_{\text{count}} > F_{\text{table}}$ ($94.248 > 2.65$), which means that human resource competency and participation have a significant effect on BUMDes financial management after the moderating variable, namely organizational commitment.

Employee Competency Positively Affects BUMDes Financial Management

The test results indicate that the first hypothesis is accepted, confirming that employee competency positively impacts BUMDes financial management. Recognizing that employee development has always been a crucial part of national and state development (Imron & Indartono, 2022), this finding demonstrates that employee competency significantly influences BUMDes financial management in the Parepare city area. The results suggest that BUMDes managers have effectively optimized their competencies in knowledge, skills, and behavior. This implies that higher employee competency among BUMDes managers leads to increased accountability in BUMDes financial management. Conversely, lower employee competency correlates with decreased financial management accountability in BUMDes.

The educational background of respondents supports the influence of employee competency on BUMDes financial management, as shown in Table 5.2, where 49.5% of respondents (99 individuals) have a high school (SMA) education background. Additionally, 41.5% of respondents (83 individuals) possess a Bachelor's degree (S1). Higher education levels can impact individual knowledge, which subsequently affects BUMDes financial management. Therefore, competent resources in their field are crucial for achieving maximum success in terms of knowledge, skills, and behavior. In accordance with (Gu, Xinbing, et al., 2023) the results of the study which suggests that employee competence can have a positive effect on OR and company financial performance. DO can directly and positively affect company performance and indirectly affect OR through the mediating role of employee competence.

These findings are consistent with several previous studies, including Putra, Hendriani, and Samsir (2020), Apriliani, Nurhayati, and Purnama (2021), and Mayasari & Daryono (2022). These studies indicate that employee competency positively affects BUMDes financial management, suggesting that more competent BUMDes managers lead to better financial management accountability. The results align with stewardship theory, which explains that stewards/executives as managers are motivated to act in the organization's best interests and play a role in achieving organizational goals. In the context of BUMDes financial management, the BUMDes manager, as a steward/executive, is responsible for managing finances. These findings are in agreement with previous studies (Apriliani, Nurhayati, & Purnama, 2021; Mayasari & Daryono, 2021; Putra, Hendriani, & Samsir, 2020), which show that employee competency positively affects BUMDes financial management, meaning that more competent BUMDes managers result in better financial management accountability.

Organizational Culture Positively Affects BUMDes Financial Management

The test results confirm that the second hypothesis is accepted, indicating that organizational culture positively affects BUMDes financial management. The study results show that the level of organizational culture significantly impacts the financial management of BUMDes in the Parepare city area. In other words, a stronger organizational culture leads to better financial management accountability in BUMDes. Strengthening BUMDes financial management accountability through

enhanced organizational culture is key to improving regional government responsiveness in promoting local development. As the closest environment to village governance, the community is a strategic actor in managing BUMDes activities. The village, being the smallest governance system within Indonesia's structure, is directly connected to the community and serves as the primary focus of government development efforts. Achieving effective regional government participation in BUMDes financial management is essential for developing prosperous and self-reliant communities.

Organizational culture at every stage of BUMDes financial management is crucial because the community best understands its own needs. With active community involvement, village development projects address the actual needs of the villagers, reducing fraudulent activities by irresponsible individuals. The success of BUMDes management relies on the active role of the village community as part of the integrated government system. Effective participation not only enhances administrative processes and decision-making but also leads to time efficiency and ultimately contributes to community welfare. BUMDes are set up on the basis of the wishes and capability of the village as an attempt to enhance the welfare of the network community. therefore, it is very important in an effort to make sure the achievement of BUMDes with the intention to gain superior overall performance. This look at goals to decide the impact of leadership style and entrepreneurial orientation on the performance of BUMDes in Bengkalis Regency Sasqia, V. A. (2022). The implication of this finding is that strengthening organizational culture plays an important role in improving the accountability of BUMDes financial management. Thus, strengthening the accountability of BUMDes financial management through improving organizational culture is key to improving the responsiveness of local government in promoting local development.

These findings are in line with stewardship theory, which suggests that village governments can manage BUMDes effectively for community benefit by enhancing capabilities and involving the community in management processes. Community involvement in BUMDes financial management reduces the likelihood of fraud by irresponsible individuals, and the success of BUMDes management depends on the active role of the village community within the integrated government system. To realize the potential of a village or BUMDes, the government must delegate key decision-making to the village community. Without this delegation, the village community remains constrained and unable to fully express its needs and desires. This research supports the views of Harahap, Junita, and Meutia (2020), who found that organizational culture positively affects BUMDes financial management, meaning that higher levels of community participation lead to increased financial management accountability in BUMDes.

CONCLUSION

Employee competency significantly impacts the financial management of BUMDes. It can be inferred that greater competence leads to enhanced accountability in BUMDes financial management. These findings align with stewardship theory, which posits that effective stewardship, represented by competent human resource management (in this case, BUMDes managers), leads to the fulfillment of their responsibilities. Organizational culture also plays a crucial role in influencing the financial management of BUMDes. This implies that increased encouragement to innovate results in improved financial management within BUMDes. These test results are consistent with stewardship theory, which suggests that village governments can effectively oversee BUMDes for the community's benefit by encouragement to innovate and involving the community in BUMDes management. Organizational culture in BUMDes financial management reduces the likelihood of misconduct by irresponsible individuals. This research faced limitations that could affect the quality of the results, namely the potential for perception bias in the distributed questionnaires. The questionnaire was designed for BUMDes managers and the community, introducing a possibility of bias. There is a potential perception bias in the questionnaires distributed to BUMDes managers and

communities. Respondents may provide answers that are not fully objective or that are considered most in line with the expectations of the party providing the questionnaire. To reduce perception bias, future research is recommended to use diverse research methods, such as in-depth interviews or focus group discussions, in addition to questionnaires, to obtain more objective and comprehensive data. Additionally, the distance between BUMDes locations posed a challenge. When distributing questionnaires, respondents were often unavailable and did not fill out the questionnaire immediately, resulting in a prolonged data collection period.

REFERENCE

- Adisasmita, R. (2006). *Pembangunan Pedesaan dan Perkotaan*. Yogyakarta: Graha Ilmu
- Anggraeni, M. R. R. S. (2016). Peranan Badan Usaha Milik Desa (Bumdes) pada kesejahteraan masyarakat pedesaan studi pada bumdes Di Gunung Kidul, Yogyakarta. *Modus*, 28(2), 155-168.
- Apriliani, R., Nurhayati, N., & Purnama, D. (2021). Akuntabilitas Pengelolaan Keuangan Badan Usaha Milik Desa Di Kabupaten Kuningan. *Tirtayasa Ekonomika*, 16(2), 172-189. doi:10.35448/jte.v16i2.10583
- Ashraff, M., Kee, D. M. H., Hazimah, N., & Syafiqah, N. A. (2020). Key success factors of organizational success: A study of MULA Car International. *International Journal of Accounting & Finance in Asia Pasific*, 3(2), 46-56. doi:10.32535/ijafap.v3i2.834
- Bakır, N. Y., Doğan, U., Güngör, M. K., & Bostancı, B. (2018). Planned development versus unplanned change: The effects on urban planning in Turkey. *Land Use Policy*, 77, 310-321. doi:10.1016/j.landusepol.2018.05.036
- Basalamah, I., Ramli, H. M., Sinring, H. B., & Alam, R. (2019). Effect of commitment, compensation, and leadership on employee performance and sharia engagement as variable Intervening. *International Journal of Accounting & Finance in Asia Pasific*, 2(1). doi:10.32535/ijafap.v2i1.360
- Carreira, V., Machado, J. R., & Vasconcelos, L. (2016). Engaging citizen participation—A result of trusting governmental institutions and politicians in the portuguese democracy. *Social Sciences*, 5(3), 40. doi:10.3390/socsci5030040
- Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. *Australian Journal of management*, 16(1), 49-64. doi:10.1177/031289629101600103
- Dunggio, S., & Ismail, S. D. (2020). Pengaruh kemampuan terhadap pengelolaan Badan Usaha Milik Desa (Bumdes). *Jurnal Studi Administrasi Publik*, 3(1). 15-24.
- Gu, X., Chan, H. K., Thadani, D. R., Chan, F. K. S., & Peng, Y. (2023). The role of digital techniques in organisational resilience and performance of logistics firms in response to disruptive events: Flooding as an example. *International Journal of Production Economics*, 266, 109033.
- Harahap, F. B., Junita, A., & Meutia, T. (2020). Pengaruh kualitas sumber daya manusia, partisipasi masyarakat dan perilaku kepemimpinan terhadap pengelolaan dana desa dengan komitmen pada tujuan sebagai variabel moderasi. *Jurnal Samudra Ekonomika*, 4(2), 170-180. doi:10.33059/jse.v4i2.2913
- Herlina, R., Taufik, T., & Nasir, A. (2021). Pengaruh transparansi, kompetensi, dan sistem akuntansi keuangan terhadap akuntabilitas pengelolaan keuangan daerah dengan penerapan sistem pengendalian

internal pemerintah sebagai variabel moderasi. *Journal of Economic, Bussines and Accounting (COSTING)*, 4(2), 419-433. doi:10.31539/costing.v4i2.1965

- Imron, M., & Indartono, K. (2022). Pelatihan perakitan komputer dan instalasi software dalam meningkatkan kemandirian remaja di desa Karangturi Banyumas. *Dinamisia: Jurnal Pengabdian Kepada Masyarakat*, 6(3), 633-641. doi:10.31849/dinamisia.v6i3.8442
- Julianto, I. P., & Dewi, G. A. K. R. S. (2019). Pengaruh partisipasi masyarakat, penggunaan sistem keuangan desa, kompetensi pendamping desa serta komitmen pemerintah daerah terhadap keberhasilan pengelolaan dana desa. *Jurnal Ilmiah Akuntansi*, 4(1). doi:10.23887/jia.v4i1.17242
- Kamilah, N., Kee, D. M. H., Syafiq, M., Aina, S., San Yap, H., Alqallaf, A. A., & Quttainah, M. A. (2020). Factors affecting organizational success: A case study of Foodpanda. *Journal of the community development in Asia*, 3(3), 58-69. doi:10.32535/jcda.v3i3.890
- Karlina, N., & Kudus, I. (2017). Analysis performance of joint venture-owned enterprises (Badan Usaha Milik Desa/Bumdes) Leles sub district, Garut. *International Conference on Public Policy, Social Computing and Development 2017 (ICOPOSDev 2017)*, 25-30. doi:10.2991/icosposdev-17.2018.5
- Kasila, M., & Kolopaking, L. M. (2018). Partisipasi pemuda desa dalam perkembangan usaha Bumdes "Tirta Mandiri". *Jurnal Sains Komunikasi dan Pengembangan Masyarakat*, 2(1), 43-58.
- Kasse, L. F., Gana, F., Yewang, M. U. K., & Arifin, A. (2020). The influence of village policies, community participation, capacity of Bumdes management on village economic development in South Amfoang District. *Academic Journal of Educational Sciences*, 4(2), 43-46. doi:10.35508/ajes.v4i2.3537
- Kim, S., & Schachter, H. L. (2013). Citizen participation in the budget process and local government accountability: Case studies of organizational learning from the United States and South Korea. *Public Performance & Management Review*, 36(3), 456-471. doi:10.2753/PMR1530-9576360304
- Kurniasih, D., Setyoko, P. I., Imron, M., & Wijaya, S. S. (2019). The role of stakeholders in the accountability of village enterprise management: A public governance approach. *IOP Conference Series: Earth and Environmental Science*, 255(1), 012056. doi:10.1088/1755-1315/255/1/012056
- Lubis, A. I. (2010). *Akuntansi Keperilakuan* (2nd ed.). Jakarta: Salemba Empat.
- Mada, S., Kalangi, L., & Gamaliel, H. (2017). Pengaruh kompetensi aparat pengelola dana desa, komitmen organisasi pemerintah desa, dan partisipasi masyarakat terhadap akuntabilitas pengelolaan dana desa di kabupaten Gorontalo. *Jurnal Riset Akuntansi dan Auditing "Goodwill"*, 8(2). doi:10.35800/jjs.v8i2.17199
- Masud, A. A., Tenriyola, A. P., & Asike, A. (2022). Peranan Kompetensi SDM Terhadap Peningkatan Kinerja Karyawan. *Amsir Management Journal*, 3(1), 42-48. doi:10.56341/amj.v3i1.115
- Masyitah, M., & Lestari, H. (2022). Community participation in the development of Sipurio Village-owned Business Agency (Bumdes) in Lalabata village, kecamatan Tanete Rilau Kabupaten Barru. *Meraja Journal*, 5(1), 1-23. doi:10.33080/mrj.v5i1.202
- Mayasari, V., & Daryono, D. (2022). Optimalisasi aset dan sumber daya manusia terhadap kinerja BUMDES di kabupaten Banyumas dan Purbalingga. *Prosiding Seminar Nasional LPPM Unsoed*, 11(1).

- Mowday, R., Porter, L. & Steers, R. (1982). *Employee—Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York: Academic Press
- Noholo, S., & Hippy, M. Z. (2021). Pengaruh kompetensi SDM, prinsip akuntabilitas terhadap pengelolaan keuangan desa di kecamatan Suwawa Selatan. *Jambura Accounting Review*, 2(1), 66-75. doi:10.37905/jar.v2i1.28
- Nurhazana, N., & Wahyuni, E. S. (2020). Efektivitas pengelolaan keuangan dan akuntansi pada Badan Usaha Milik Desa (BUMDes) dengan pendekatan goal model. *Jurnal IAKP: Jurnal Inovasi Akuntansi Keuangan & Perpajakan*, 1(1), 41-46. doi:10.35314/iakp.v1i1.1421
- Pahlawan, E. W., Wijayanti, A., & Suhendro, S. (2020). Pengaruh kompetensi aparatur desa, sistem pengendalian internal, pemanfaatan teknologi informasi dan partisipasi masyarakat terhadap akuntabilitas pengelolaan dana desa. *Indonesia Accounting Journal*, 2(2), 162-172. doi:10.32400/iaj.29261
- Putra, A. S., Hendriani, S., & Samsir, S. (2020). Pengaruh pelatihan dan kompetensi terhadap kinerja karyawan yang dimediasi oleh komitmen pada pengelola bumdes di kabupaten Kuansing. *Jurnal Ekonomi KIAT*, 31(2), 91-99. doi:10.25299/kiat.2020.vol31(2).2886
- Rusman, R. (2018). Dugaan Penyalagunaan Dana Bumdes, Kades Mosiku Kolut Dipolisikan. Retrieved June 1, 2023, from <https://zonasultra.id/dugaan-penyalaunaan-dana-bumdes-kades-mosiku-kolut-dipolisikan.html>
- Sari, N., Linda, L., & Fuadi, R. (2022). Analisis kinerja keuangan BUMdes di kota Banda Aceh. *J-EBIS (Jurnal Ekonomi dan Bisnis Islam)*, 7(1), 107-122. doi:10.32505/j-ebis.v7i1.4015
- Sasqia, V. A. (2022). The Effect of Leadership Style and Entrepreneurship Orientation on the Performance of Village Owned Business Entities (BUMDes) in Bengkalis Regency. *JFBA: Journal of Financial and Behavioural Accounting*, 2(2), 1-10.
- Siwambudi, I. G. N., Yasa, G. W., & Badera, I. D. N. (2017). Komitmen Organisasi Sebagai Pemoderasi Pengaruh Kompetensi Sdm Dan Sistem Pengendalian Intern Pada Kualitas Laporan Keuangan. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(1), 385-416.
- Tumbel, S. M. (2017). Partisipasi masyarakat dalam pengelolaan dana desa di desa Tumuluntung Satu kecamatan Tareran kabupaten Minahasa Selatan. *Jurnal Ilmu Politik*, 6(1), 161029.
- Wahyuddin, W., Ramly, A., Djalil, M. A., & Indriani, M. (2020). Utilization of local potentials, financial capital, human resources, and community participation in forming Village-Owned Enterprise (BUMDES) in Nagan Raya district. *JEM Jurnal Ekonomi dan Manajemen*, 6(1), 27-37.
- Widodo, T., & Suharyono, S. (2021). Pengaruh perencanaan serta pelaksanaan dan penatausahaan terhadap pertanggungjawaban keuangan BUMDESA di kabupaten Bengkalis. *At-Tadbir: jurnal ilmiah manajemen*, 5(1), 35-46. doi:10.31602/atd.v5i1.4144