



The Effect of Community Participation in Village-Owned Enterprise Financial Management with Organizational Commitment As Moderating Variable

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ABSTRACT: The purpose of this study was to determine the effect of community participation in village-owned enterprise financial management with organizational commitment as moderating variable. This research was conducted at Village-Owned Enterprise in Kolaka Utara regency. Data collection was carried out using the survey method by distributing questionnaires with a sample of 233 respondents. The sampling technique used purposive sampling and sample measurement using the slovin method. Data analysis used moderated regression analysis (MRA). The results of the study community participation has a positive and significant effect on village-owned enterprise financial management. Organizational commitment weakens the influence of community participation on village-owned enterprise financial management.

KEYWORDS: Community Participation, Organizational Commitment, Village-Owned Enterprise Financial Management

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I. INTRODUCTION

The government has passed Law Number 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 substantially owned by the Village through direct participation originating from Village assets which are separated to manage assets services, and other businesses for the maximum welfare of the village community.

The financial management of BUMDes in Indonesia has changed since the issuance of Law Number 6 of 2014 concerning Villages, namely to provide space for villages to develop villages according to village characteristics and typologies that prioritize community participation as the driving force. This is reinforced by Regulation of the Minister of Home Affairs Number 20 of 2018 concerning village financial management which states that village finances are all village rights and obligations that can be valued in money and everything in the form of money and goods related to the implementation of village rights and obligations (Nurhazana, 2020).

Village community welfare can increase when BUMDes is optimized and accompanied by strengthening financial management. Strengthening financial management is carried out by implementing five stages of financial management, namely planning, implementation, administration, reporting, and accountability. In this study the stage chosen is the accountability stage only. The establishment of BUMDes is seen as the first step in helping villages to become economically independent, and to mobilize various village businesses. This is because the rural economy is the main center for advancing rural development and progress. The formation of BUMDes is seen as being able to turn the wheel of the village economy and achieve economic equality through the creation of various village businesses (Kasila & Kolopaking, 2018).

BUMDes is a pillar of economic activity in the village that functions as a social institution and a commercial institution with the aim of seeking profits by offering local resources in the form of goods and services to the market (Kasse et al., 2020). With the existence of BUMDes, the village government has the right to manage natural resources and human resources independently, so that the village government can determine which program is most suitable for the potential of the village. BUMDes have an important role for village government and village communities, because they help support the village economy, increase village original income and increase village management potential according to community needs (Apriliani et al., 2021).

BUMDes financial management is based on financial management, the stages of which start with budget plans, realizing plans, financial administration, preparing financial reports, and accountability for BUMDes asset management. Financial reports that have been prepared and contain financial information that is very useful for choosing alternative decisions so that the decisions taken are right on target, as well as a manifestation of BUMDes accountability for managing BUMDes assets that are entrusted by the community to BUMDes management (Widodo, 2021).

Several studies have found a problem of abuse of authority in the management of BUMDes. One of them was the case of abuse of BUMDes finances committed by the government of the Sumbakeling Village Head who served two terms, in which he manipulated the financial reports by stating that the amount of cash in the Sumbakeling BUMDes was zero rupiah. There are no complete accounting reports from 2012 to 2020, only from 2012 to 2015. In this case it can be concluded that the level of financial management accountability carried out by BUMDes managers in Sumbakeling Village is still low (jabarpublisher.com).

According to the Head of the Aceh Province Community and Village Empowerment Service, the number of poor people in Aceh continues to increase when village funds are received because these funds continue to increase. According to the Governor of Aceh, there are 28 active BUMDes and 62 inactive BUMDes in Banda Aceh City. This condition is caused by the fact that village budgets are always increasing, but conditions in rural areas are often found that BUMDes are no longer active (Sari et al., 2022). Meanwhile, according to the Riau Community and Village Empowerment Service, at least 200 villages in Riau do not have BUMDes but still receive financial assistance (www.cakaplah.com).

Judging from the efforts made by the government, it seems that it has not made significant changes in improving the community's economy, because the village's potential wealth such as agriculture, plantations, animal husbandry, and entrepreneurship has not been optimally managed, especially in villages in North Kolaka Regency. Regarding the community empowerment program and information from the village government, there are 127 villages that have BUMDes in North Kolaka Regency. According to the Village Community Empowerment Service (DPMD) of North Kolaka Regency, Southeast Sulawesi, there are 5 villages out of 127 villages in the region with good and quite developed BUMDes management, including Beringin Village, Ngapa District, Tinukari Village, Wawo District, Sigunakanngge Village, Pakue District, Village Tetebao, Batuputih District, and Lataly Village, Pakue Tengah District. His party assesses that there are still many villages that do not follow these regulations because the capital participation issued by the village government is very minimal, making it difficult for administrators to run their business and village potential (zonasultra.id).

One of the constraints for BUMDes is that they are not running well, because there is too little investment capital, so only a small number of villages are thinking about developing their BUMDes. Because in a productive economy this village business entity can develop if a minimum capital of IDR 200 million can run well. Apart from capital, he continued, the cause of BUMDes also running in places is heavily influenced by the Human Resources of the management who are chosen unprofessionally because they are chosen based on kinship, so they are less active and creative in managing the BUMDes (zonasultra.id).

The implication of stewardship theory in this study is that it can explain the existence of the village government and BUMDes managers (stewards) as an institution that can be trusted and acts in accordance with the public interest, as well as making financial accountability entrusted to it by carrying out its duties and functions appropriately for the fulfillment of community welfare. principal) can be maximized. The village government and BUMDes managers prepare financial accountability reports in the form of presentation of accountable and transparent financial reports in accordance with the characteristics of financial reports (Saad, 2020).

BUMDes financial management is also influenced by community participation. According to Law no. 6 of 2014 Article 82 explains that the community plays an important role in carrying out development monitoring and control in the context of implementing good village governance. The initial step of community participation is actually participating in the budget planning process. According to Kim & Schacter (2013) participation will help encourage the exchange of information between the public and government officials. The community has the right to know the development plan and how it will be implemented, and the community can also oversee how the village government is running through BUMDes management.

BUMDes as a forum for strengthening the village economy has certainly provided benefits to the community and it is hoped that the community can participate in the implementation of programs and projects run by BUMDes. The supervisory authority is selected from several people in the community starting from the village BPD, and the community itself is involved in the monitoring process. Achieving the BUMDes program objectives requires awareness and active participation of the entire community to support the success of the BUMDes program. In addition, village government policies and BUMDes managers also need to guide and lead the community to carry out the BUMDes program together (Tiballa, 2017).

The next task and role of the government is to disseminate information to village communities about the importance of BUMDes for community welfare through the provincial or district governments. Through

village government, people become motivated, responsive and ready to build their lives. The government will facilitate in the form of education and training as well as other arrangements that can facilitate the establishment of BUMDes (Nurhasan, 2020).

BUMDes managers must have high organizational commitment in being accountable for all activities they carry out within the organization to realize better service to the public. Individuals who have organizational commitment tend to develop greater efforts at work for the success of their organization, including in terms of accountable financial management. Someone who has commitment is characterized by a strong belief in organizational goals, has the desire to remain in the organization, and is willing to improve their performance to achieve organizational goals (Medianti, 2018). Professional commitment is the level of individual loyalty to the profession as perceived by the individual (Haliah et al., 2021).

BUMDes financial management in this study focuses on the accountability stage. This study adds the community participation variable because the community is not only involved in making decisions in each development program, but the community is also involved in identifying problems and potential that exist in the village and community (Tumbel, 2017). Organizational commitment in this study was chosen as a moderating variable, because organizational commitment is needed in the implementation of accountability. This implies the ability to be responsible for work entrusted to someone in the organization.

II. LITERATURE REVIEW AND HYPHOTESIS DEVELOPMENT

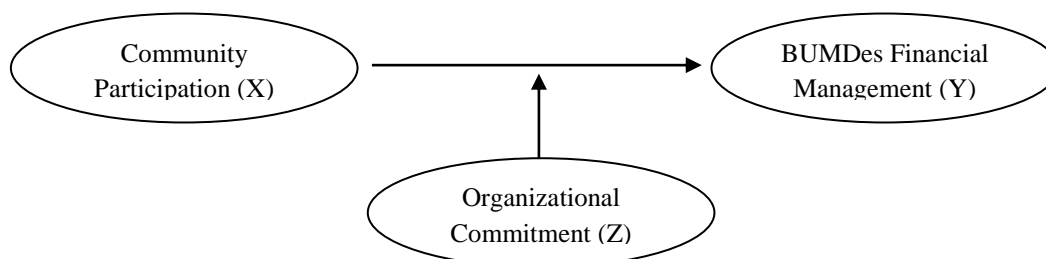


Figure 1. Conceptual Framework

Stewardship theory suggests that the government does its work to achieve the goals of organizational interests, and the government carries out its work based on motivation for organizational interests and not for individual goals (Donaldson dan Davis, 1991). The community can also be said to be the main stakeholder in the implementation of public organization policies, especially in implementing development in villages. The community as the closest environment to the village government is a strategic subject in carrying out BUMDes management activities. The relevance of this stewardship theory is that the village government can carry out effective BUMDes management for the benefit of the community by increasing good skills and involving the community in BUMDes management. Community involvement in BUMDes management has an impact on the lack of fraud that can be carried out by irresponsible people and the success of BUMDes management is inseparable from the active role of village communities who are part of the integration of the government system (Pahlawan, dkk 2020).

The research results of Masyitah & Lestari (2022) and Wahyuddin et al., (2020) suggest that community participation has a positive and significant effect on the establishment of BUMDes business units. Based on the explanation above, the hypothesis of this research can be formulated as follows:

H1: Community participation has a positive and significant effect on BUMDes financial management

Accountability to the community is something that is important to implement considering that the community is a party directly involved in the policies implemented by the village government. Therefore, the community needs to be conveyed all information about the direction and results of policy decisions to make the community partly responsible for the success of village development activities/programs, especially in BUMDes development (Albercht, 2017). According to Pramudito (2009) commitment is an attitude and behavior that encourages one another, employees whose organizational commitment will show positive behavior and attitudes towards their organization, so that they feel comfortable at work. In principle, the involvement of village communities in all aspects of village development must be emphasized, so that there is a relationship between community participation in managing BUMDes.

The results of the research by Mada et al., (2017) and Harahap et al., (2020) state that community participation has a positive and significant effect on financial management accountability. According to Wahyuddin et al., (2020) and Masyitah & Lestari (2022) suggest that community participation has a positive

and significant effect on the establishment of BUMDes business units. Based on the explanation above, the hypothesis of this research can be formulated as follows:

H2: Organizational commitment moderates the influence of community participation on BUMDes financial management

III. RESEARCH METHODOLOGY

The research will be carried out at Village Owned Enterprises (BUMDes) in the Kolaka Utara Regency area. The population in this study were BUMDes managers in Kolaka Utara Regency and a total of 889 managers. The sampling technique used purposive sampling. The criteria used for sampling in this study are; a) There are 80 BUMDes active in Kolaka Utara Regency. b) Respondents who are BUMDes managers, namely the BUMDes Directors/Chairman, BUMDes Secretary, and BUMDes Treasurer who are directly involved in BUMDes management. c) Respondents who participated in BUMDes management, namely the Village Head, Village Consultative Body (BPD) Leaders, and the General Community, so that 560 respondents were obtained. While the sample measurement uses the slovin method (Umar, 2005:78), namely:

$$n = \frac{N}{1 + N(\epsilon)^2} = \frac{560}{1 + 560(0,05)^2} = \frac{560}{2,4} = 233,3 \text{ rounded up to } 233 \text{ people.}$$

Methods of data analysis using multiple regression tests and moderated regression analysis (MRA). The formula for the multiple linear regression analysis test is as follows:

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

The formula for the MRA tests is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_1 Z + \epsilon$$

Information:

- Y = Village-Owned Enterprise Financial Management
- α = Constant
- β = Regression Coefficient
- X_1 = Community Participation
- Z = Organizational Commitment
- ϵ = Standard Error

IV. RESULTS

Multiple Linear Regression Analysis (Without Moderating Variable)

The results of multiple linear regression testing (without moderating variables) are shown in the table below.

Table 1. Multiple Linear Regression Analysis Result (Without Moderating Variable)

Model	Coefficients	Beta	t	Sig.
Constant	2,911		1,950	0.053
Community Participation	0,667	0,070	9,545	0,000
$\alpha = 5\% = 0,05$				
F = 173,125				
<i>Adjusted R Square = 0,634</i>				

Source: Processed Data, 2023

The adjusted R Square coefficient of determination in the test results above shows a value of 0.634 or 63.4%. These results indicate that the BUMDes financial management variable is affected by 63.4% by the community participation variable (X1). 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

community participation has a significant effect on BUMDes financial management. Based on the above regression test results, the following formula can be obtained:

$$Y = 2,911 + 0,667 X_1$$

From the tests in the table above, it can be seen as follows:

H1 : Community Participation (X_1) has a positive and significant effect on BUMDes Financial Management (Y)

The probability value of the community participation variable (X_1) is 0.000. The community participation variable (X_1) has a partially significant effect on the BUMDes Financial Management variable (Y) because the probability value is less than 5% ($0.000 < 0.050$). Therefore, the first hypothesis is accepted.

Moderated Regression Analysis (With Moderating Variable)

The results of the moderated regression analysis are shown in the table below

Table 2. Multiple Linear Regression Analysis Result (With Moderating Variable)

Model	Coefficients	Beta	t	Sig.
Constant	4,557		2,275	0.024
Community participation (X_1) * Organizational commitment (Z)	-0,037	-1,749	-3,037	0,003
$\alpha = 5\% = 0,05$				
F = 94,248				
<i>Adjusted R Square</i> = 0,652				

Source: Processed Data, 2022

From table 2 above it can be seen that the adjusted R Square coefficient of determination shows a value of 0.652 or 65.2%. This means that the BUMDes financial management variable (Y) is affected by 65.2% community participation (X_1) after being reacted with 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 count > f table ($94.248 > 2.65$) which means that community participation has a significant effect on BUMDes financial management after moderating the organizational commitment variable.

Based on moderated regression test result of the community participation (X_1) on BUMDes Financial Management after interacting with the organizational commitment variable (Z), the following formula can be obtained:

$$Y = 4,557 - 0,037 X_1.Z$$

From the tests in the table above, it can be seen as follows:

H2: Organizational Commitment Moderates (Weakens) the Effect of Community Participation (X_1) on BUMDes Financial Management (Y)

So, it is known that the community participation variable after interacting with the organizational commitment gets a value of 0.003 which is lower than 0.050 significance. As well as the calculated t value is smaller than t table ($-3.037 < 1.972$), then partially the variable community participation is moderated by organizational commitment to the financial management of BUMDES which has a significant negative effect. The coefficient for the interaction of the variables of community participation and organizational commitment is negative at -0.037, which means that the variable of organizational commitment weakens the influence of community participation on BUMDes financial management. Thus the second hypothesis is rejected.

V. DISCUSSION

Community Participation Has a Positive Effect on BUMDes Financial Management

The test results show that the first hypothesis proposed is accepted, thus the hypothesis stating that community participation has a positive effect on BUMDes financial management empirically can be proven. The results of this study indicate that the level of community participation significantly influences BUMDes financial management in the Kolaka Utara Regency area. In other words, the higher the level of community

participation, the better the accountability for BUMDes financial management. The accountability of BUMDes financial management can be strengthened through increasing community participation which is the key to increasing the responsiveness of local governments to carry out development in the regions. The community as the closest environment to the village government is a strategic subject in carrying out BUMDes management activities.

The results of this study are in line with the stewardship theory that the village government can carry out effective BUMDes management for the benefit of the community by increasing good skills and involving the community in BUMDes management. Community involvement in BUMDes financial management has an impact on the lack of fraud that can be carried out by irresponsible people and the success of BUMDes management is inseparable from the active role of village communities who are part of the integration of the government system. In addition, good participation is very useful for administrative and decision-making processes so that time efficiency occurs in it and will ultimately have an impact on people's welfare.

This research is in line with the opinions of Mada et al., (2017) and Harahap et al., (2020) that community participation has a positive effect on BUMDes financial management. That is, the higher the level of community participation, the better the accountability of BUMDes financial management. Meanwhile Hardianti, et al., (2019), Aprilya (2020), Fitriani et al., (2021), and Daniswara et al., (2022) in their research suggested that community participation has no effect on financial management.

Organizational Commitment Weakens the Influence of Community Participation on BUMDes Financial Management

The results of testing the fourth hypothesis indicate that the proposed hypothesis is rejected. The effect of community participation on BUMDes financial management has a negative and significant effect after interacting with organizational commitment. This means that organizational commitment cannot moderate the effect of community participation on BUMDes financial management. The results of testing the coefficient relationship are negative which can be explained that BUMDes managers who have low organizational commitment will affect community involvement in BUMDes financial management.

This is not in line with stewardship theory which describes a situation where the government is not motivated by individual goals, but is more aimed at their main outcome goals for the benefit of the organization. BUMDes managers must have a high commitment to the organization to fulfill their interests and obligations in providing services to the community. One way to improve services is to realize and improve the quality of the work programs that have been prepared for the welfare of the village community. Based on stewardship theory, it should be able to moderate the influence of community participation on BUMDes financial management, because it implements indicators of willingness, desire and loyalty that can support the realization of increased accountability for BUMDes financial management.

The results of this study indicate that organizational commitment weakens the influence of community participation on BUMDes financial management. This is due to the reluctance of the government or BUMDes managers to involve all the community and the government's lack of transparency resulting in a lack of community participation in BUMDes management. Because only part or not all of the community is involved or participates, the community becomes apathetic and dissatisfied with village development activities, especially in BUMDes management. The better the commitment of the BUMDes management organization, the higher the level of public trust in BUMDes managers.

The results of this study are not in line with previous research, namely Harahap et al., (2020), which showed that organizational commitment cannot moderate the effect of community participation on financial management.

VI. CONCLUSION

Community participation has a positive and significant effect on BUMDes financial management. This means that the higher the level of community participation, the better the BUMDes financial management will be. Organizational commitment weakens the relationship between community participation and BUMDes financial management. This means that BUMDes managers who have low organizational commitment will affect community involvement in BUMDes management. For further research, researchers can use other variables related to BUMDes financial management and expand the object of research. As well as to increase organizational commitment, BUMDes managers must have high commitment so that they can encourage the community to participate in BUMDes management.

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