

**THE EFFECT OF BUDGETARY PARTICIPATION, ACCESSIBILITY
OF FINANCIAL REPORTS, INTERNAL CONTROL AND
TRANSFORMATIONAL LEADERSHIP ON REGIONAL
FINANCIAL ACCOUNTABILITY IN CIAMIS REGENCY**

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ABSTRACT

The lack of stakeholder participation on budgeting process will arise asymmetric information in the use of public funds. An asymmetric information becomes one of the basic problems in accountability. The financial report is form of accountability, therefore the public should have an access through the financial reports. Furthermore, the number of corruption case still increase even though internal controls and transformational leadership had been applied, will increase the urgency of this research topic. This research aims to examine and obtain empirical evidence on the influence of budgetary participation, accessibility of financial reports, internal control and transformational leadership toward regional financial accountability.. The subject in this study were chief of financial subdivision or the chief of planning subdivision and the staff of finance subdivision or staff of planning subdivision. Research data was primary data which obtained from questionnaire instruments. In this research, there were 112 questionnaires used for data processing. The hypothesis testing in this research used multiple linear regression model. The indicators of regional financial accountability used in this study was the indicators of performance accountability system of government agencies from the Ministry of Administrative Reform and Bureaucracy Reform. According on the analysis that has been conducted, this research demonstrates that the budgetary participation and accessibility of financial report has no positive effect on regional financial accountability, while internal control and transformational leadership has a positive effect on regional financial accountability. The research results help local governments to increase the effectiveness of budgetary participation system, accessibility of financial reports system, internal controls system and the implementation of transformational leadership.

Keywords: *Budgetary Participation, Accessibility of Financial Reports, Internal Control, Transformational Leadership, Regional Financial Accountability.*

INTRODUCTION

Indonesia is a Unitary State that adheres to the principle of decentralization. Decentralization is the devolution of power from the central government to the local governments based on the Principle of Autonomy. In carrying out the regional autonomy system, local governments have obligation to manage their own natural resources, human resources, and financial resources optimally.

The structure and procedures for administering regional government are regulated in Law of Republic Indonesia. Law No. 23 of 2014 concerning Regional Government affirms that the implementation of regional government is to accelerate the realization of public welfare through improving services, empowerment, and community participation, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice and distinctiveness of a region in the system of the Unitary State of the Republic Indonesia.

The main activity of the government as the public sector is related to the supply of goods or services in order to meet public needs. In carrying out its activities, the central government and regional governments certainly use public funds. Therefore, the government as the public sector is required to manage public funds economically, efficiently and effectively to meet public needs optimally. In addition, the government is also required to provide a form of accountability in the use of public funds. The government should be recorded and reported any use of public funds in the financial statements. This is in accordance with the stipulation of Law No. 17 of 2003 concerning State Finance, Law No. 1 of 2004 concerning State Treasury.

Accountability is always linked to good governance, without good governance, human rights cannot be respected and protected in a sustainable manner. Government who has good governance can control and manage public funds and make sure the realization of human rights, free from abuse of power and corruption, as well as obeying the rule of law (United Nations, 2012). The implementation of good governance can be achieved through the application of

accountability system that is precise, clear, measurable and legitimate so that the administration of government and development can be effective, clean and accountable (Sundari and Mulyadi, 2018). However, the current phenomenon regarding financial accountability is the finding of non-compliance with the provisions of laws and regulations that have financial impacts resulting in losses (Ichlas, Basri and Arfan, 2014).

As stakeholders, the community has the right to obtain an explanation through accountability; budgeting, reporting and disclosure of all government activities. To measure financial accountability of a region can be seen from several factors, including budgetary participation, accessibility of financial reports, transformational leaderships and internal control. In using public funds, the first stage carried out by the government is by planning and budgeting. The budget may also be regarded as statement concerning the estimation of the performance to be achieved over a certain period of time by the size of the financial institution (Kahar, Rohman and Chariri, 2016).

Budgeting in the public sector, a process that is quite complex and contains political content (Kahar *et al.*, 2016). According to Kewo (2014) there are two main reasons why participatory budgeting is necessary:

1. The corporate of superiors and subordinates in the participatory budgeting process will stimulate controlling asymmetric information and uncertainty of task.
2. Participatory in budgeting process can reduce the weight and pressure of task and the management will get the job satisfaction, the positive impact will further improve its performance.

Aside from budgetary participation, the accessibility of financial reports is a prerequisite that can increase regional financial accountability. Financial statements are structured reports that provide information about financial position and recording all transactions carried out by an entity. Therefore, the financial statements of an entity should be easily accessible to the users of financial statement. Nevertheless, in reality the ease of accessing financial statements still does not applied well. The general public still cannot access the

government financial reports because there are certain conditions, such as letters of recommendation from lecturers or universities and research proposals. Whereas the good application of financial accounting system and an easy access for the public to obtain the information of financial reports greatly determines the level of transparency and accountability of regional finance (Ichlas *et al.*, 2014).

The leadership of the organization takes a very important role in leading the organization to achieve the goal. Therefore, a leader is needed to be able to influence his subordinates. Through transformational leadership, leaders are expected to be able to engage their subordinates to actively participate in increasing regional financial accountability. One of the government's efforts to achieve public accountability is internal control. The internal control is regulated in Government Regulation No. 60 of 2008 concerning the government's internal control system. Internal control within government organizations is often also termed as management control (Kewo, 2014). Control over the administration of government activities is needed in achieving effective, efficient, transparent and accountable management of the finances state (Hayuwati and Halim, 2018).

This study focuses on the performance of the Apparatus Regional Organization (OPD) in Ciamis. There are several problems of regional financial accountability in Ciamis such as the ability to operate of SIPKD that has not been optimal, accordingly the public cannot access to the financial statements of the Ciamis Regency (Apip and Maesaroh, 2016). Law No. 15 of 2004 concerning the Inspection, Management and Responsibility of State Finances states that the opinion given by the Audit board of Republic Indonesia (*Badan Pemeriksa Keuangan*) consists of Unqualified Opinion, Qualified Opinion, Adverse Opinion and Disclaimer Opinion. The target of financial accountability proclaimed by the government is 60% of the total number of regional governments in 2014 must obtain an Unqualified Opinion. Ciamis Regional Government's financial reports have received Unqualified Opinion since 2014. In addition, the Ciamis Regional Government has got B for the performance of

Ciamis accountability since 2017 while in the previous year it was awarded as CC.

BPK's opinion on local government financial reports and predicates of SAKIP

CIAMIS		
Year	Accountability of financial statements	Performance accountability system of government agencies (SAKIP)
2014	Unqualified Opinion	CC
2015	Unqualified Opinion	CC
2016	Unqualified Opinion	CC
2017	Unqualified Opinion	B
2018	Unqualified Opinion	B

Source: *Badan Pemeriksa Keuangan* and the Ministry of Administrative Reform and Bureaucracy Reform (processed by researchers)

The Corruption Perception Index (CPI) of Indonesia is currently very low. Indonesia's Corruption Perception Index score in 2018 is 38 (Transparency International, 2018). If the CPI value is getting closer to 0, indicating that a country has a lot of corruption. On the other hand, if the CPI score is close to 100 means the country has no corruption cases. Based on the KPK annual report (2018) there was 121 people suspected of corruption. In addition, 19 regional heads have been engaged of corruption cases. Out of 19 regional heads, 5 regional heads are from West Java. This demonstrates that corruption often happens in West Java. During 2019 until the end of December (2019) the Attorney General's Office Ciamis managed to secure state funds of Rp. 426 million related to corruption cases (Nurhandoko, 2019). In the end of December (2019) there were three corruption cases being handled by the Attorney General's Office Ciamis. The corruption case are related to the budget for food and drink at Pangandaran Regional Election Commission, fingerprint attendance machines within the Education Office, *UPTD*, community health center and Ciamis sub-districts, as well as the Situ Lengkong tourism object

levy. This practice shows that the internal controls applied have not been able to guide government towards a transparent and accountable bureaucracy.

THEORITICAL BASIS AND HYPOTHESIS DEVELOPMENT

1. Stewardship Theory

Donaldson and Davis (1991) in "Toward a Stewardship Theory of Management" describe Stewardship Theory as a situation where management as stewards are not motivated by the individual interests but rather are aimed at the interests of the organization. There is a strong relationship between organizational satisfaction and organizational success. Organizational success can be achieved by maximizing standardized utilities and principals, so that the stewards and principal members will work together to achieve organizational interests. Stewardship theory can be used in public sector accounting research such as government organizations and other non-public organizations. Fundamental assumptions of stewardship theory shown in the following table.

Fundamental Assumptions of Stewardship Theory

Managers as	Stewards
Governance approach	Sociological and psychological
Model of human behaviour	Collectivistic, pro-organizational, trustworthy
Managers motivated by	Principal's objectives
Manager's and principal's	Interests converge
Structures that	Facilitate and empower
Owners' attitude	Risk propensity
Principal-manager relationship based on	Trust

Source: Podrug (2011)

2. Theory of COSO

In 1994 the Committee of Sponsoring Organizations of the Treadway Commission (COSO) issued the Internal Control – Integrated Framework to help businesses and other entities assess and enhance their internal control systems. The COSO cube represents the integrated perspective recommended by COSO for an organization to expand internal control, providing more robust and extensive focus on the broader subject of enterprise risk management. The COSO cube has three components. Through analyzing each part of the components, the cube can be best understood.

a. The three objectives

The columns show operations, reports and conformity. The goals are intended to help a company focus on various aspects of internal control in order to help the management to achieve its goals.

b. The five components

Control Environment, Risk Assessment, Control Activities, Information and Communication and Monitoring Activities shall be represented in rows. The elements represent what is needed to achieve the three objectives.

c. An entity's organizational structure

Entity-Level, Division, Operating Unit and Function shall be represented by the third dimension. In order to the organization achieves its objectives, internal control must be effective and integrated to all levels of the organization.

Hypothesis Development

Budget plays an important role in public sector organizations considering the budget includes aspects of planning, controlling, and public accountability. Involvement in the budgeting process will help the process of achieving the goals set by the organization. When employees are involved in the budgeting process (their opinions / inputs are taken into consideration in the preparation of the final budget), it will be followed by a heightened sense of self-belonging to the individual (Hayuwati and Halim, 2018). An increase in self-belonging will impacts on

increasing the sense of personal responsibility for achieving the level of agency budget. From previous research, Arifin's research (2012) on budget participation in the scope of Pekalongan Regional Government agencies supports this statement by concluding that participation in budgeting has a positive effect on performance accountability. Meanwhile Hayuwati and Halim (2018) found that participation in budgeting did not have a positive effect on the financial accountability of the Klaten Regency. Based on the analysis above, the following hypothesis can be formulated:

H₁: Budgeting participation has positive effect on regional financial accountability.

Wahyuni (2014) shows that the presentation of regional financial reports and the accessibility of regional financial reports have a positive and significant effect on transparency and accountability in regional financial management. In addition, research by Nurrizkiana, Handayani, and Widiastuty (2017) provides evidence that the accessibility of regional financial reports has a positive and significant effect on the accountability of regional financial management. The government (stewards) has a mandate from the public (principal) to manage the public funds effectively. Therefore the public has right to know how the government manages finance in providing services to the public. With the ease of accessibility of financial statements can increase the accountability of regional finances, so as to facilitate the public to assess the performance of the government and the achievement of the government. Based on the analysis above, the following hypothesis can be formulated:

H₂: Accessibility of financial statements has positive effect on regional financial accountability

Prior research of Hamidi (2009) stated that internal control has a positive effect on public accountability. The statement was supported by Hayuwati and Halim (2018) that internal control had a significant positive effect on the regional financial accountability of Klaten Regency. A good internal control system will profit an organization in averting the incidence of bad financing as well as helping

organization to work successfully and in congruity while detecting of errors and irregularities in its operation (Wardiwiyono, 2012). The internal control system is providing an emphasis towards accountability, therefore, its practice in the public sector seem crucial at any stages in enhancing accountability in the public sector organization (Aziz, Rahman, Alam and Said, 2015). The Government Internal Control System (SPIP) is an internal control system that is carried out comprehensively in the central and regional government environment. Weak of internal control systems will have a negative impact on performance that will ultimately reduce financial accountability. Based on the description of the theory that has been reviewed, the research hypothesis can be formulated as follows:

H₃: Internal control has a positive effect on regional financial accountability.

Aziz, Rahman, Alam and Said (2015) found there are connections of accountability with the integrity system, internal control system and leadership qualities. Kakisina and Bastian (2018) found that the organizational commitment and transformational leadership have proven to not moderate the effect of accountability on the performance of public primary schools on Nias Island. Transformational leadership integrates views or creative insights, perseverance and energy, intuition and sensitivity or sensitivity to the needs of others to integrate other cultural strategies into their organizations (Bass, 1985). The idea of COSO (2009) stated that if the performance of leaders and subordinates in an organization goes well, then all components will built-in and permeated in the management process. COSO recognizes a "tone on the top", therefore the leadership of the organization has a very important role in leading the organization to achieve the organization goal. Marques (2010) pointed out several characteristics of a leader such as conforming moral and values, highly ethical, honoring Integrity, honesty and trust, full of respect, passion, commitment, compassion, justice, kindness, forgiveness, courage, love, deep listening, inspired and inspiring, authenticity, multi- dimensional, and amendable to change. Based on the analysis above, the following hypothesis can be formulated:

H₄: Transformational leadership has a positive effect on regional

financial accountability.

RESEARCH METHOD

The research was carried out in Ciamis Regency. The research sample consisted of employees of the Apparatus Regional Organization (OPD) in Ciamis.. The type of data used in this study was primary data. The data in this study were collected by using a questionnaire that had been distributed and filled out by 112 respondents. The sampling method used in this study was a purposive sampling method with judgment sampling technique in the form of sampling with certain criteria. The considerations used in selecting respondents to be sampled in this study were as follows:

1. The chief or staff of financial sub-division or the chief or staff of planning sub-division.
2. Have work experience of at least one year in the institution where he/she worked

Data collection techniques used in this study was closed questionnaire/questionnaire technique. Questionnaires are a number of questions about factual data or opinions of respondents, which are considered facts and need to be answered by respondents (Sutoyo, 2009). Data retrieval is done in one time/period that involves many samples (cross sectional) in the real environment (no contrived settings).

RESEARCH RESULT AND ANALYSIST

Based on Ciamis Regional Regulation No. 8 of 2016 there are 28 OPDs. Therefore the questionnaire was distributed to 28 OPDs in Ciamis Regency. Data collection has been carried out by distributing questionnaires directly to the Head of Agency, Head of Financial Subdivision, and Head of Planning Subdivision.

Questionnaire	Amount	Percentage
Questionnaire sent	112	100%

Questionnaire that cannot be processed	19	16.96%
Questionnaire that can be processed	93	83.04%

Source: Primary Data Processed, 2019

As seen in table 4.1, 112 questionnaires were distributed, but 19 questionnaires could not be processed. 19 questionnaires that could not be processed were declared invalid because there were numbers of question items that were not answered and there were some respondents' identities (besides name of respondents) that were not filled out. Out of the 112 questionnaires distributed, only 93 questionnaires could be processed.

QUALITY TEST AND DATA INSTRUMENT

1. Validity Test

Validity test was done to determine how valid the question item in measuring the variables. An item can be said to be valid if the value of r -score $>$ r table (0,2039). The validity test results stated that all question items in this study have a correlation value $\geq 0,2039$. Therefore, all question items in this study were declared valid.

2. Reliability Test

The value of cronbach's alpha of variable budgetary participation, accessibility of financial reports, internal control, transformational leadership, and regional financial accountability $> 0,7$. This shows that all variables have a fairly high reliability. Therefore, all variables can be declared reliable.

3. Classic Assumption Test

The classic assumption test is one of the requirements that must be met before conducting the multiple linear regression analysis. In this study, the classical assumption test consisted of: The normality test result shows that the sig value of 0,200 or 20% is greater than the α value of 0,05 or 5%. It can be concluded that the residuals are normally distributed. Based on multicollinearity test, all variables have a tolerance value $> 0,10$ and a VIF value < 10 . These results indicate that the regression model does not

experience multicollinearity between independent variables. Based on the heteroscedasticity test all independent variables have a significant value more than 0,05. This proves that the regression equation model does not experience heteroscedasticity so the regression model is feasible to use to predict regional financial accountability based on the independent variables that influence it.

RESEARCH RESULT

1. Multiple Regression Analysis.

Hypothesis testing is done using multiple linear regression. The test examines the influence of the independent variable (X) consisting of budgeting participation (X1), accessibility of financial report (X2), internal control (X3), and transformational leadership (X4) on regional financial accountability (Y) variables. The regression equation was:

$$\text{RFA} = 4,815 + (-0,030\text{BP}) + 0,106\text{AFR} + 0,250\text{IC} + 0,267\text{TL} + e$$

2. Determinant Coefficient Test (*Adjusted R²*)

The result of *Adjusted R²* is:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,727 ^a	,528	,506	2,224

Source: Primary Data Processed, 2019

Table 4.14 above shows that the adjusted R^2 value is 0,506. This means that 50,6% of the regional financial accountability variables can be explained by the independent variables namely budgetary participation, accessibility of financial reports, internal control, transformational leadership. The remaining of 49,4% is explained by other variables that did not exist in this study.

3. Simultaneously Test (F-Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	486,730	4	121,683	24,597	,000 ^b
Residual	435,334	88	4,947		
Total	922,065	92			

A. Dependent Variable: Regional Financial Accountability (Y)

Source: Primary Data Processed, 2019

The test results shows has a significance level of $0,000 < \alpha$ (0.05) so it can be said that all of the independent variable including budgetary participation, accessibility of financial report, internal control, transformational leadership together or simultaneously have an influence on regional financial accountability.

4. Partial Test (T-Test)

The results of the partial test is:

Model	Unstandardized Coefficients		Sig
	B	Std. Error	
(Constant)	4,815	3,145	,129
Budgetary Participation (X1)	-,030	,062	,632
Accessibility of Financial Report (X2)	,106	,078	,178
Internal Control (X3)	,250	,077	,002
Transformational Leadership (X4)	,267	,051	,000

a. Dependent Variable: Regional Financial Accountability (Y)

Source: Primary Data Processed, 2019

the budgetary participation and accessibility of financial report has no effect on regional financial accountability, while internal control and transformational leadership has a positive effect on regional financial accountability. Therefore, the hypothesis testing results are as follows:

a. Hypothesis 1 (H₁)

The budgetary participation variable has a significance value of $0,632 > \alpha (0,05)$ with a coefficient value of $-0,030$. Then it can be concluded that budgetary participation has no negative effect on regional financial accountability. **The result shows that H₁ is rejected.**

b. Hypothesis 2 (H₂)

The accessibility of financial report variable has a significance value of $0,178 > \alpha (0,05)$ with a coefficient value of $0,106$. It can be concluded that the accessibility of financial report has a positive effect on regional financial accountability. **The result shows that H₂ is rejected.**

c. Hypothesis 3 (H₃)

The internal control variable has a significance value of $0,002 < \alpha (0,05)$ with a coefficient value of $0,250$. It can be concluded that internal control has a positive effect on regional financial accountability. **The result shows that H₃ is accepted.**

d. Hypothesis 4 (H₄)

The transformational leadership variable has a significance value of $0,000 < \alpha (0,05)$ with a coefficient value of $0,267$. It can be concluded that transformational leadership has a positive effect on Regional Financial Accountability. **The result shows that H₄ is accepted.**

DISCUSSION

The Effect of Budgetary Participation on Regional Financial Accountability

The results of multiple linear regression test show that variable of budgetary participation did not have a positive effect on regional financial accountability in Ciamis Regency. This means, the level of involvement of employees in the preparation of the budget will not affect regional financial accountability improvement. The results of this study are not in line with research conducted by Zeyn (2011) which showed that good governance (in which there is a participation dimension) influenced financial accountability with organizational commitment as

moderating. The results of this study does not support the theory which stated that involving individuals in budgeting would increase accountability in financial management. The lack of participation in budgeting on financial accountability in this study was allegedly due to indications of pseudo participation in budget preparation. The practice of pseudo participation in budgeting is a condition where superiors give freedom to subordinates to actively provide input in the budgeting process but such participation is ignored/under-taken into consideration in the final budget decision (Hayuwati and Halim, 2018). Pseudo-participation practices can be seen by comparing the responses of respondents to the questionnaire in the research instrument. In the indicator of the frequency of discussions related to the budget with superiors (question items no. 4 and 5) respondents tend to answer in agreement, so it can be concluded that subordinates actively contribute in the budgeting process. However, when it compared to the indicators related to the magnitude of influence they have on the final budget (question items no. 6 and 7) the average respondent answers neutral, so that when it viewed from the magnitude of influence on the final budget determination, the respondent does not sure of their influence in the final budget decision. Therefore, it can be concluded that the high freedom of subordinates to provide input on the budget is not accompanied by a high influence of the employee on the final budget determination.

The Effect of Accessibility of Financial Reports on Regional Financial Accountability

The results of multiple linear regression test show that the accessibility of financial reports has no positive effect on regional financial accountability. In other words, the assessment of regional financial accountability was not caused by the level of accessibility of financial report. The results of this study do not support the theory that revealed that the ease of accessing financial reports can increase transparency and accountability regional financial accountability by local governments that have been chosen by the people. The inability of financial statement accessibility to influence the financial accountability in this study was allegedly because the research respondents tended to have quite high an access to

the financial report. Respondents consisting of employees of the financial sub-division and employee of planning sub-division of the Apparatus Regional Organization (OPD) as an internal stakeholders in Ciamis Regency have fairly high access to the financial report of the local government. The high accessibility of financial reports occurred because research respondents were involved and directly in contact with the Apparatus Regional Organization (OPD) financial report preparation process, which is part of the local government financial reports. In addition, the ease of using IT to access the existing mass media add the ease of access to local government financial reports. The high level of accessibility of local government financial reports is not necessarily followed by increased assessments of financial management accountability. Although respondents tend to have high financial report accessibility, each respondent's assessment of accountability in regional financial management actually has a quite high variation. This difference in financial management accountability assessment is thought to be caused by differences in the amount of accountability demanded from each individual. The higher the demand for accountability in regional financial management, the higher the criteria used by someone in providing an assessment of regional financial management. Regional financial management that is considered quite clear by a respondent is likely to be considered less clear by other respondents who demand higher accountability.

Effect of Internal Control on Regional Financial Accountability

The results of multiple linear regression test show that internal control has a positive effect on the regional financial accountability in the Regional Apparatus Organization of Ciamis Regency. These results indicate that the increase in internal control will along with increased accountability of regional finances. Based on theoretical support and empirical evidence, Ramon (2014) found that the internal control system had a positive and significant effect on financial accountability. Furthermore, Pramudita (2017) found that the internal control system had a positive and significant effect on the accountability of regional financial management. In the context of governance organizations, local government as an agent chosen by the community must provide, present, and report all work both financial and non-

financial to the public. The results of this study support the theory that explained an internal control system is needed to achieve an effective, efficient, transparent and accountable financial management. Internal control represents the plans, methods and procedures used by the organization to achieve its mission, goals and objectives then serves as the first line of defense in safeguarding assets, preventing and detecting fraud, waste, misuse, errors, and mismanagement. Internal control system is needed to help ensuring that the local government in carrying out the regional financial management is in accordance with the laws, policies and related objectives so that the information presented by the local government to the public truly represents the implementation of the mandate that has been carried out clearly.

The Effect of Transformational Leadership on Regional Financial Accountability

The results of multiple linear regression test show that the transformational leadership variable has a positive effect on regional financial accountability in Ciamis Regency. This shows that the implementation of transformational leadership will be in line with an increase of accountability in regional financial management. This research is in line with research of Aziz *et al.*, (2015) who found there are connections of accountability with the integrity of the system, internal control systems and leadership qualities. Research by Aimbu, Saerang and Gamaliel (2016) stated that transformational leadership has a positive effect on regional financial management accountability. Furthermore Kakisina and Bastian (2018) research found that the organizational commitment and transformational leadership have proven to not moderate the effect of accountability on the performance of public primary schools in Nias Island.

The results of this study support the theory that revealed the transformational leadership can increase the regional financial accountability by local governments that have been chosen by the people. Leaders not only can influence the use of all available resources for policy implementation, but far beyond a leader also has the power that can be used to force other resources. Therefore, a leader must be able to have a way to be able to move employees and the community in order to achieve goals.

CONCLUSIONS AND SUGGESTIONS

Based on testing and analysis that has been done, the conclusions of this study are:

1. At the significance level of 5%, budgetary participation stated has no positive effect on regional financial accountability in Ciamis Regency. In other words, the level of involvement of employees in the preparation of the budget will not affect regional financial accountability improvement
2. At the significance level of 5% show the accessibility of financial reports does not has a positive effect on the regional financial accountability in the Ciamis Regency. In other words, the assessment of financial management accountability of research respondents was not caused by the level of accessibility of financial report.
3. At the significance level of 5% show internal control has a significant positive effect on regional financial accountability in Ciamis Regency. These results indicate that the increase in internal control will along with increased accountability in the management of regional finances
4. At the significance level of 5%, transformational leadership has a significant positive effect on regional financial accountability in Ciamis Regency. This shows that the implementation of transformational leadership will be in line with an increase of accountability in regional financial management.

The accountability assessment in the management of regional finances in this study is the result of an analysis of the perception of internal stakeholders. Some of the questionnaires addressed through the secretariat of each regional service so that they could not provide an understanding of the purpose of the statements in the questionnaire to respondents. The independent variables in this study are limited consisting of budgeting participation (X1), accessibility of financial report (X2), internal control (X3), and transformational leadership (X4) so that the independent variables in this study do not fully explain the dependent variable

In the practice of regional financial management, the government of Ciamis Regency is expected to continuously improve the quality of the internal control of the regional apparatus as a whole to improve financial accountability. Besides

improving internal control of government in Ciamis Regency, it is expected to implement transformational leadership that can affect employee performance so as to increase regional financial accountability. Furthermore, the Ciamis Regency government can increase participation in budgeting and develop slowly towards non-apparent participatory budgeting. The results of the study indicate that the accessibility of financial statements has no significant effect on financial accountability. Nevertheless, the government of Ciamis Regency is expected to continue to increase public accessibility to the financial statements that are public rights and are a form of accountability. The more published a financial statement is, the faster and easier the users of financial statements obtain financial information that can be used as an economic, social, political decision consideration.

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