

The effect of human resources competency, individual morality and the control environment on village government accountability in managing village fund allocation in Kupang Tengah District, Kupang District

Antho Simon Yohanis Kerihi

University of Nusa Cendana, Indonesia

kerihianthon@gmail.com



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Abstract

Purpose: This study aims to analyze the influence of human resource competence, individual morality, and the control environment on the accountability of village governments in managing the allocation of village funds.

Method: The study used purposive non-probability sampling with 35 village officials from seven villages in the Central Kupang District. Data were collected using a Likert scale and analyzed using a descriptive-quantitative approach with multiple linear regression in SPSS 25.

Results: The results show that human resource competence, individual morality, and the control environment significantly affect village government accountability in managing fund allocations. Simultaneously, their combined influence reached 66.2%, indicating that these factors enhance accountability in the Central Kupang District.

Conclusion: The study concludes that strengthening human resource capacity, fostering moral integrity, and ensuring a sound control environment are critical for improving accountability in village fund management.

Limitation: This research is limited to a small sample of seven villages in one district; therefore, the results may not fully represent other regions or broader governance contexts.

Contribution: This study contributes to the literature on public sector accountability by providing empirical evidence from the village government. It also offers practical insights for policymakers to strengthen governance through capacity building, ethical orientation, and effective internal control systems.

Keywords: *HR Competency, Individual Morality, Village Government Control Environment and Accountability*

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1. Introduction

Villages are a level of government that is directly related to the community. Currently, the strategy and direction of village development policies cannot be separated from the president's vision and mission through President Joko Widodo's Nawacita Program, which is committed to developing Indonesia by strengthening regions within the framework of the Unitary State of the Republic of Indonesia (NKRI) (Kristiyani, Marlissa, & Urip, 2025; Purnama & Bestari, 2021). RI Law No. 6 of 2014 concerning

villages has positioned the village as the spearhead of the development and improvement of community welfare by providing adequate authority and funding sources so that they can manage their potential to improve the community's economy (Nasution, Nasution, Sihombing, & Kusmanto, 2021).

RI Government Regulation No. 47 of 2015 Article 1, Village Fund Allocation (VFA), is the balancing fund received by districts/cities in the district/city APBD after deducting the Special Allocation Fund (DAK). The distribution of VFA in each village is different because VFA distribution is based on the population, poverty rate, village area, and the level of difficulty in the village. The use of VFA accounts for 30% of the operational costs of running the village government and 70% for physical development and empowering village communities (Widiyarta, Herawati, Ak, & Atmadja, 2017). Village funds and VFA are sources of village income, and their accountability includes public financial accountability. Currently, public financial accountability is prone to potential fraud; therefore, in terms of accountability for village funds and village fund allocations, fraud cannot be ruled out (Mekhritdinovich, 2025; Rahimah, Murni, & Lysandra, 2018). In providing this VFA, the village is obliged to be accountable for management results in the form of a village financial accountability report. This report consists of accountability reports for revenues and expenditures in the form of a general cash book of receipts and expenses and other valid revenue books, as well as for expenses to deposit proof of VAT/PPH to the state treasury (Article 17, PerMendagri No. 113 of 2007).

The Central Kupang District Kupang Regency is one of the sub-districts with seven villages and one sub-district that has received a VFA award. Table 1 shows the VFA targets and realizations in the Central Kupang District from 2017 to 2019.

Table 1. Total and Realization of VFA in Central Kupang District

Tahun	Jumlah VFA (Rp)	Realisasi (Rp)	Persentase (%)
2017	2.587.098.000	2.587.098.000	100
2018	2.510.180.000	2.507.086.118	99,9
2019	2.735.408.000	2.732.155.553	99,9

Source: Head Office of Central Kupang, 2020 (data processed)

Table 1 shows that the VFA increased annually. Village funds stimulate the independence of village communities in carrying out development in their areas. Accountable village financial management is financial management that accounts for the success or failure of the organization's implementation in achieving the targets that have been applied for previous periods, which are carried out periodically, and there is a need for a good control system to oversee the management of VFA funds.

The large amount of VFA management impacts village officials implementation of accountability in VFA management. AAD recipients in the Kupang District have been using the Village Financial System (SisKeuDes) since 2017. SisKeuDes is a system that makes it easier for village governments to report in the planning process.

Despite the success of using village funds in Central Kupang District, weaknesses affect the management of village funds. First, the aspect of human resources, which includes a lack of ready-to-manage village finances, weakness/lack of science and technology authorities, and low levels of education, is a challenge. Second, regulatory and institutional aspects include the condition of the community (a consumerist society) that affects humans/managers, making it easy to misuse the village funds.

Several researchers have conducted studies on the control environment for village fund management, including Nisak and Kurniawan (2013), who stated that the control environment affects the accountability of village funds both simultaneously and partially. Atmadja and Saputra (2017) also conducted research on the prevention of village financial management irregularities and the results showed that the competence of the apparatus and the internal control system had an effect on the

accountability of village financial management. Widiyarta et al. (2017) found that the competence of the apparatus and internal control system affect accountability in managing village funds.

The control environment will run well if it is supported by a good personal attitude and culture, or what is often called morality. The higher the individual's morality, the more attention the individual pays to broader and universal interests, rather than the interests of their organization alone, let alone the interests of their individual (Puspasari & Suwardi, 2016; Ugli, 2025). The higher the morality of an individual, the more they try to avoid cheating (Udayani & Sari, 2017). A good control environment can bring an entity or organization to the success and achievement of its objectives because the control environment is a measure of the success of an entity or organization. In VFAition, the control environment runs well if it is supported by good individual attitudes and culture, or what is known as morality (Ilyas, Sustina, Saudi, & Sinaga, 2020).

Rahimah et al. (2018) found that the control environment and individual morality affect the accountability of village fund management. Wonar, Falah, and Pangayow (2018) found that the competence of an apparatus has an effect on accountability. The research objectives were as follows: 1) to analyze the effect of human resource competence on village government accountability in managing village fund allocation. 2) To analyze the effect of individual morality on village government accountability in managing village fund allocation. 3) Analyze the influence of the control environment on the accountability of the village government in managing village fund allocation. 4) Analyze the influence of human resource competence, individual morality, and the control environment on the accountability of the village government in managing village fund allocation.

2. Literature review

2.1 Agency Theory

Jensen and Meckling (2019) agency theory is a contract between managers (*agents*) and owners (*principals*). This contextual relationship can work well if the owners delegate decision-making authority to managers. Agency relationships are the *principals* that mandate other parties, namely *agents*, to carry out all activities on behalf of the *principals* in their capacity as decision-makers. Agency theory has been applied in Indonesia's local government. In public sector organizations, *principals* are the people and agents are the government; in this case, the village head and other village officials (Ririhena & Richard, 2022).

Agency theory posits that the village government, namely, the village head and other village officials as *agents* of the village community (*principals*), will act with full awareness of their own interests. In this study, the contractual relationship in question is the delegation of authority by the head of the village apparatus to the government to carry out financial management responsibly, as stated in Permendagri Number 20 of 2018 regarding Village Financial Management, which is an extension of the village community as a mandate to carry out tasks.

Based on agency theory, village government management must be supervised to ensure that village fund management is carried out in full compliance with Permendagri Number 20 of 2018 concerning Village Financial Management. Village financial management must be based on transparency, accountability, and participation. Accountability is the obligation of the trustee/agent/village head and officials to provide accountability, present, report, and disclose all activities that are their responsibility to the *principals* who have the right and authority to command accountability. In short, the village head and his apparatus must be accountable for resource management and the implementation of policies entrusted to the reporting entity to achieve periodic objectives.

2.2 Government Accountability

Aprianti and Asyik (2020) state that accountability is the obligation of the trustee to provide accountability, present and disclose all of its activities, and activities that are their responsibility to the *principal* who has the right and authority to hold this accountable. Accountability was 3 (three) types, based on Khairin, Pratiwi, and Syah (2023):

1. Financial accountability includes financial reports comprising income/revenue, storage, and expenditure.
2. Benefit accountability includes the results related to the achievement of objectives in accordance with procedures, and the most important aspect of achieving these goals is effectiveness.
3. Procedural accountability is related to the importance of implementing procedures by considering ethical principles, morality, and legal certainty in the decision-making process.

Public accountability is the obligation of the *agent* to provide accountability, present, report, and disclose all activities that are their responsibility to the principals who have the right and authority to hold them accountable. Government agencies' accountability can only explain and answer activities that are described and carried out in accordance with the vision, mission, and policy direction

2.3 Village Financial Management

Effendi and Listiana (2019) argues that, Management is not just carrying out an activity, but is a series of activities that include management functions, such as planning, implementing, and monitoring to achieve goals effectively and efficiently. In implementing Village Fund Accountability, the management of Village Funds starts from the planning, implementation, reporting, and accountability stages, guided by Minister of Home Affairs Regulation Number 113 of 2014 concerning Village Financial Management.

2.4 Human Resource Competence

Yolanda, Hidayat, and Hamidah (2021) define human resource (HR) competence as the ability to carry out or perform a job or task based on skills and knowledge, supported by the work attitude demanded by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing and as superior in that field. HR competencies are defined as skills, abilities, and authority if taken literally. Etymologically, HR competence is defined as the dimension of the behavior of a person who has the skills, knowledge, and good behavior to do a job. HR competence is the capacity of individuals, institutions, or systems to carry out their functions and responsibilities effectively and efficiently to achieve stated goals. HR competencies are needed to deal with organizational demands in the form of rapid change, complex problems, and an uncertain future (Sutrisno, 2019).

Several aspects of the concept of HR competencies include

1. Knowledge (*Knowledge*) is the awareness of learning according to company needs. For example, an employee knows how to effectively and efficiently identify learning and perform good learning according to the company's existing needs.
2. Understanding (*Understanding*) refers to individuals' ability to understand the conditions and characteristics of the job effectively and efficiently. For example, an employee carrying out learning must have a good understanding of the characteristics and conditions effectively and efficiently.
3. Ability (*skills*) of individuals to perform tasks and jobs: For example, employees may choose work methods that are considered more effective and efficient than others.
4. Value (*Value*) is a standard of behavior that is believed to be psychologically linked to a person. For example, the standard of behavior of employees in carrying out their duties (honesty, openness, and democracy).
5. Attitude (*attitude*) is an emotion (happy-not happy, like-dislike) or a reaction to external stimuli. For example, reactions to economic crises, feelings about salary increases, and so on..
6. Interest (*Interest*) is a person's tendency to engage in activities. For example, performing a task (Sutrisno, 2019).

2.5 Individual Morality

Ahmeti and Ramadani (2021)theory of moral development. This theory posits that moral reasoning forms the foundation of ethical behavior. The stages of moral development are a measure of a person's moral height based on the development of moral reasoning. Kohlberg's research is based on a moral dilemma in which differences in individual behavior are observed when dealing with the same moral problem. There are three stages of moral development: pre-conventional, *conventional*, and *post-*

conventional stages. Morality refers to a way of life or habits. Moral (*Morale*) is the spirit or inner motivation of a person to do something. Morals are based on certain values that a person or organization believes to be good or bad, so they can distinguish what is appropriate and what is not. In a general sense, morality places more emphasis on special individual characteristics or traits outside obedience to regulations (Umam, 2010). According to Schroeder, Chatfield, Singh, Chennells, and Herissone-Kelly (2019), the values that can become moral behavior are: 1) honesty, 2) responsibility, 3) discipline, 4) justice, and 5) cooperation.

2.6 Control Environment

Permendagri Number 60 of 2008 concerning the internal control environment, namely, an integral process of actions and activities carried out continuously by the leadership and all employees to provide adequate confidence in the achievement of organizational goals through effective and efficient activities, reliability of financial reporting, safeguarding state assets, and compliance with laws and regulations ”.

Ilyas et al. (2020) stated that the internal control environment is a policy and procedure designed for management to ensure that the goals and objectives of the company have been achieved. Internal controls are established based on these policies and procedures. The objectives of the internal control environment are 1) organizational efficiency and effectiveness, 2) reliability of financial reports, and 3) compliance with laws and regulations (Tahang, Haliah, & Nirwana, 2023). According to Government Regulation No. 60 of 2008, there are five elements of internal control that an organization should possess.

1. Environmental Control is the foundation for all other components of internal control, including discipline and structure.
2. Estimate Risk, is an assessment of an entity's risk for financial reporting purposes, which is the identification, analysis and management of risks relevant to the preparation of financial statements that are presented fairly in accordance with generally accepted accounting principles in Indonesia ControlControl
3. Activities 3.activities are policies and procedures help ensure that the necessary actions have been implemented to deal with risks in the achievement of the entity's objectives
4. Information and communication is an information system relevant to financial reporting purposes, which includes an accounting system consisting of methods and records developed to record, process and maintain data. summarizes and reports on the entity's transactions (including events and circumstances) and holds accountability for the assets, liabilities, and equity concerned.
5. Monitoring is the process of determining the quality of internal control performance at all times. Monitoring includes determining the design and operation of controls in a timely manner and taking corrective actions.

Based on the conceptual and previous research results, the first hypothesis is as follows:

H1: HR competence affects village governments' accountability in managing village fund allocation. HR competencies include skills, knowledge, and good behavior in themselves to perform a job. Competence is required to face organizational demands in the form of rapid change, complex problems, and an uncertain future (Sutrisno, 2019). Atmadja and Saputra (2017) stated that HR competence affects the accountability of village governments in managing VFA. Human resources Apparatuses with competence in financial management have more potential for fraud prevention and good financial management to avoid harm to the community. This is supported by Widaryati, Herawati, and Atmadja, who state that apparatus competence, organizational culture, whistleblowing, and the internal control environment affect fraud prevention and VFA management. Atmadja and Saputra (2017) tested the competence of officials and the internal control environment in fraud prevention in the accountability of managing VFA.

H2: Individual morality affects village government accountability in managing village fund allocations.

Morality refers to a way of life or habits. Morality is based on certain values that a person or organization believes to be good or bad, so that they can distinguish which ones are appropriate to do. In a general

sense, morals emphasize the character or characteristics of a special individual outside obedience to regulations (Umam, 2010). The results of research by Rahimah et al. (2018) show that individual morale affects the accountability of VFA management in preventing fraud. The better the individual morality, the lower the level of cheating, and the better the accountability of VFA management can run well. This is supported by Wijayanti and Nashruah (2019), who state that individual morality affects the accountability of VFA management and fraud prevention.

H3: The control environment affects village government accountability in managing the allocation of village funds.

The internal control environment includes a variety of policies, practices, and procedures implemented by institutions/companies to safeguard assets, ensure the accuracy and reliability of accounting information records, promote efficiency in company operations, and measure compliance with policies and procedures set by management (Permatasari, Kurrohman, & Kartika, 2017). Nisak and Kurniawan (2013) state that the internal control environment affects fraud prevention by increasing VFA management accountability. Internal control is the first step in preventing fraud from increasing accountability. These results are similar to those of Atmadja and Saputra (2017).

H4: HR competence, individual morality, and the control environment affect the accountability of village governments in managing village fund allocation.

The competency dimension of the behavior of a person with skills, knowledge, and good behavior to do a job (Sutrisno, 2019). The higher the competence of human resources possessed by government officials through an increase in the internal control environment, the greater the impact on improving the quality of regional government financial reports and the prevention of fraud. Atmadja and Saputra (2017), in their research suggest that village financial management and the results show that the competence of human resources and the internal control environment affects fraud prevention and increases the accountability of VFA managers. Widiyarta et al. (2017) found that the competence of human resources and the internal control environment prevented fraud and increased the accountability of the VFA managers.

3. Research methodology

3.1 Research Objects

Therefore, the research objects are several village officials who manage village fund allocation (VFA) in the Central Kupang District, Kupang Regency.

3.2 Population and Sample

3.2.1 Population

The population in this study comprised seven villages in the Central Kupang District, Kupang Regency (Penfui, Timur, Mata Air, Noelbaki, Tanah Merah, Oebelo, and Oelnasi, Oelpuah), with 35 village officials and the community.

3.2.2 Samples

In this study, a purposive sampling method was used, which is sampling based on certain criteria or with certain judgments (Sugiyono, 2018). Five respondents were interviewed, including the village head, village treasurer, village secretary, head of affairs (kaur) for each village, and the community. Thus, the sample size in this study was 35 respondents obtained from seven villages, with four village financial management representatives and one village community representative from each village.

3.3 Data Collection Data

This study used both primary and secondary data collection. Primary data are in the form of data collected by sending questionnaires directly to respondents, while secondary data are in the form of data collected through various sources in the form of research journals and mass media related to the research title to be used as a library.

3.4 Multiple Linear Regression Analysis

Hypothesis testing of the effect of the independent variable on the dependent variable was conducted using multiple linear regression analysis. Regression analysis is used to predict the effect of more than one independent variable on one dependent variable, either partially or simultaneously (Latan & Temalagi, 2013). The formula for testing the effect of the independent variable on the dependent variable is

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Note:

Y : Village government accountability in managing VFA

α : Constant

X1 : Human Resource Competence

X2 : Individual Morality

X3 : Control environment

β_1 - β_3 : Multiple regression coefficient

e : error term

4. Results and discussions

4.1 Research Results

4.1.1 Validity

The test shows the extent to which the variables measure what should be measured. A research questionnaire is valid if the instrument can measure the value of the variable under study (Sugiyono, 2018). A validity test was conducted to determine the feasibility of the questionnaire items. The validity in this study was tested using the *Pearson Correlation* obtained; if the significance value was below 0.05, the data obtained were valid (Baker, 2002).

The results of the 10 question items ($r_{count} > r_{table}$), where the r table with respondents (n) of 35 people has an r_{table} value of 0.3494 ($((n-2): 35-2 = 0.3494)$) based on a significance value of 0.05, which means that the variable items X1 (HR competencies) above are valid numbers. The above data also show that the items in variable X1 can be categorized as good because they are above 0.4. The results of the 10 question items in X2 have a value of $r_{count} > r_{table}$, where the r table with 35 respondents (n) has a r_{table} value of 0.3494 ($((n-2): 35-2 = 0.3494)$) based on a significance value of 0.05, which means that the item variable X2 (Individual Morality) is valid. The above data also show that the items in variable X2 can be categorized as good because they are above 0.4.

The results of the 11 question items in X3 have a value of $r_{count} > r_{table}$, where the r table with respondents (n) of 35 has a value of 0.3494 ($((n-2): 35-2 = 0.3494)$) based on a significance value of 0.05, which means that the variable items X3 (Control Environment) are valid. The data above also show that the items in variable X3 can be categorized as good because they are all above 0.4. The results of the 10 question items in Y have a value of $r_{count} > r_{table}$, where the r table with 35 respondents (n) has a value of 0.3494 ($((n-2): 35-2 = 0.3494)$), which means that the question items in variable Y (Village Government Accountability) above are valid data. The above data also show that the items in variable Y can be categorized as good because they are all above 0.4.

4.1.2 Reliability Test

Tests to measure the variables used were free of errors and showed consistent results, indicating the extent to which measurements can be trusted (P. Sugiyono, 2015). The results of the reliability test with SPSS produced a *Cronbach's alpha*. An instrument is said to be reliable if *Cronbach's alpha* is greater than 0.70 (Tavakol & Dennick, 2011). The reliability test of the Village Government Accountability variable as Y in the table of processed SPSS 25 results shows that the data for the X3 variable is reliable because the *Cronbach's alpha value* is greater than the limit value, namely *Cronbach's alpha* is 0.880, while the limit value is 0.60.

This indicates that the variables used in this study were reliable. This means that all respondents' answers were consistent in answering statement items that measure each variable, including HR competence, individual morality and control environment, and village government accountability.

4.2 Multiple Linear Regression Analysis

Analysis was used to predict the effect of more than one independent variable on one dependent variable, either partially or simultaneously (Barker 2002).

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	20,944	12,092		,006
	T Komp.SDM	,669	,038	,251	,000
	T Moral.Indivi	,359	,049	,207	,001
	T Ling. Peng.	,211	,051	,199	,003

Source: Data processed by SPSS 25 (2020)

The formula for testing the effect of the independent variable on the dependent variable is

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = 20,944 + 0.669X_1 + 0.359X_2 + 0.211X_3 + e$$

The interpretation of the results above is

1. The α value of 20,944 is a constant or state when the Village Government Accountability variable (Y) has not been influenced by other variables, namely the HR Competency variable (X1), the individual morality variable (X2 variable), and the controlling environment variable (X3).
2. The value of β_1X_1 (regression coefficient value X1) is 0.669, indicating that the HR Competency variable (X1) has a positive influence on the Village Government Accountability variable (Y), which means that every increase in one HR Competency variable will affect the village government accountability by 0.669, with the assumption that other variables are not examined in this study.
3. The value of β_2X_2 (regression coefficient value X2) is 0.359, indicating that the Individual Morality variable (X2) has a positive influence on the Village Government Accountability variable (Y), which means that every increase in one individual morality variable will affect the accountability of the village government by 0.359, with the assumption that other variables are not examined in this study.
4. The value of β_3X_3 (regression coefficient value X3) is 0.211, indicating that the control environment variable (X3) has a positive influence on the Village Government Accountability variable (Y), which means that every increase in one control environment variable will affect the village government accountability by 0.211, with the assumption that other variables are not examined in this study.

4.3 Hypothesis

4.3.1 Test T

The t-test determines the effect of one independent variable on the dependent variable individually. If the resulting significance value is $P < 0.05$ or $t_{\text{count}} > t_{\text{table}}$, it can be concluded that the independent variable has a significant effect on the dependent variable (Barker 2002).

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	20,944	12,092		,006
	T Komp.SDM	,669	,038	,251	,000
	T Moral.Indivi	,359	,049	,207	,001
	T Ling Peng	,211	,051	,199	,003

4.3.2 T-Test Result (Partial)

Table 2. T-Test

No	Variable	T-count	T-table	Value a	Sig Score
1	HR Competence (X1)	3,126	2.04841	0.05	,000
2	Individual morality (X2)	2,580	2.04841	0.05	,001
3	Control environment (X3)	2,220	2.04841	0.05	,003

Based on the table above, the T test results show that the significance value of HR Competence as variable X1 on Village Government Accountability as variable Y is 0.00 less than 0.05, and the t-count value is greater than the t-table value, meaning that there is an influence of HR Competence (X1) on Village Government Accountability (Y). In the X2 variable, Individual Morality, also has a significant effect on the Village Government Accountability, namely the Y variable. While the X3 variable, namely the Control Environment, is also the same as the X1 and X2 variables, namely X3 also has a significant relationship to the Y variable, namely Village Government Accountability, the table above has showed that all the significant value of the variables X1, X2, X3, and even less than 0.05 (a value) and the value t count the three variables X is greater than t-table, meaning that each variable X to variable Y. significant effect

4.3.3 Test FF

The aim was to determine whether all independent variables included in the regression model had a simultaneous influence on the dependent variable. If the resulting significance value of the FP test is <0.05 or by comparing the F statistical> F table, it can be concluded that all independent variables simultaneously have a significant effect on the dependent variable autocorrelation (Baker, 2002). Thus, the regression model was appropriate and feasible.

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46,271	3	15,424	8,056	,001 ^b
	Residual	306,901	25	12,276		
	Total	353,172	28			

a. Dependent Variable: T_AkunPemdes

b. Predictors: (Constant), T_Lingkungan Pengendalian, T_Moral.Indivi, T_Komp.SDM

To show that the HR Competency (X1), Individual Morality (X2), and Control Environment (X3) variables simultaneously influence Basic Government Accountability, the f-count value must be greater than the f-table value, and the significance value must be less than 0.05. The f-table value of 32 respondents was 2,930 (k; nk), while the f-count value was 8,056. Based on the table above, the significance value is less than 0.05, meaning that the variables of HR Competence (X1), Individual Morality (X2), and Environmental Control (X3) have a simultaneous effect on Basic Government Accountability (Y).

4.4 Test of the coefficient of determinationcoefficient of determination

shows the extent to which the independent variable explains the dependent variable. In evaluating the regression model, the adjusted R² is used, where the value can increase and decrease if one independent variable is VFAed to the model. The *adjusted R² value* can be negative, although the desired value must be positive. If the adjusted R² value is negative in the regression test, it is considered zero (Barker, 2002).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,891 ^a	,678	,662	2,762

a. Predictors: (Constant), T_Ling. Pengendalian, T_Moral.Indivi, T_Komp.SDM

Based on the results of the above process, the coefficient value of R Square (R²) was 0.662 or 66.2%. Therefore, it can be concluded that the magnitude of the influence of each variable X, namely X₁, X₂, and X₃ on Y is 66.2%, and the remaining 33.8% is influenced by other variables outside of this research model. Further research is needed on organizational culture and expected *whistleblowing*. This is because organizational culture and *whistleblowing* play important roles in the accountability of village governments for village financial management.

4.5 Discussion of Research Results

4.5.1 Effect of HR Competence on Village Government Accountability in Managing Village Fund Allocation

Based on the results of testing the first hypothesis (H₁), it is known that the competence of human resources influences the accountability of village governments in village financial management in the Kupang District of Central Kupang Regency. The competence of human resources in the village government is one of the keys to producing quality financial reports. Village financial reports are prepared and presented by the HR; therefore, competent village officials are required. HR competence in the Central Kupang District is very good because it has adequate human resources for managing village finances. A good understanding of accounting by village officials causes the village government's accountability in managing finances to be very professional, so that there is no potential for fund irregularities.

The results of this study are consistent with those of Atmadja and Saputra (2017) and Wonar et al. (2018), who state that the competence of the apparatus (HR) significantly influences the accountability of village governments in managing village finances.

4.5.2 The Effect of Individual Morality on Village Government Accountability in managing Village Fund Allocation

Based on the results of testing the second hypothesis (H₂), it is known that individual morality influences the accountability of the village government in managing village fund allocations in the Central Kupang District. Based on interviews with several village officials, efforts to cultivate the individual morality of village officials are carried out by providing guidance to village officials, for example, in terms of honesty, patience, gratitude, cultivation, and experience of Pancasila values both while serving as village officials and in their daily activities. The results of this study prove that, in addition to human resource competence and internal control, individual morality is also an important factor in the accountability of village governments in managing village funds (Forozandeh, 2021; Suharto & Yuliansyah, 2023).

The results of this analysis are in line with Killen and Dahl (2021) concept of moral reasoning, which states that moral reasoning knowledge can be used to determine individuals' tendency to take certain actions, especially those related to ethical dilemmas, based on the results of their moral reasoning. In addition, it emphasizes the importance of paying attention to moral awareness in understanding how ethical decisions are made and the ethical reasons why someone makes certain decisions.

Furthermore, morality is a person's behavior that is considered good if their consciousness creates a sense of right and wrong. Moral behavior is also an important factor that triggers *fraud*. The results of this study are in line with those of Rahimah et al. (2018), who showed that the higher the level of moral reasoning, the higher the level of truth. Conversely, the lower the level of moral reasoning, the more likely it is to deviate from the funds. A high level of moral reasoning can prevent the misuse of funds in organizations (Moradi & Beigi, 2020; Pramono & Nopritama, 2020).

4.5.3 Influence of the Control Environment on Village Government Accountability in Managing Village Funds

The results of testing the third hypothesis (H₃) show that the control environment influences the village government's accountability in managing village funds in Central Kupang District. The results of this study are relevant to *agency theory*, which states that a control environment is needed to monitor the

behavior of *agents* (village officials) in managing village funds to prevent actions to enrich themselves and engage in corruption, which ultimately compromises the interests of the *principal* (community). The results of testing and interviews with the village head indicated that the perception of village officials in the Central Kupang District was good because efforts to increase the accountability of the village government in managing village funds were carried out by rotating positions according to orders from the local government and village assistants to monitor the management of their respective activities.

The results of this study are consistent with those reported by Nisak and Kurniawan (2013), Atmadja and Saputra (2017), and Widiyarta et al. (2017), who state that internal control significantly prevents *fraud* in village financial management.

4.5.4 The Influence of HR Competence, Individual Morality and Control Environment on Village Government Accountability in Managing Village Funds

Based on the results of testing the fourth hypothesis (H4), it is known that the competence of human resources, individual morality, and the control environment influence the accountability of the village government in managing village funds in the Central Kupang District. Realizing a good village financial report is not easy, as evidenced by the lack of capability possessed by village officials. However, this can be overcome by increasing the competence of human resources, morality, and environmental controls. The results of this study indicate that the village government's efforts to improve the competence of human resources, morality, and the control environment simultaneously affect the accountability of the village government in managing village funds.

5. Conclusion

5.1 Conclusion

1. HR Competency Accountability affects the village government in managing funds in Kupang Tengah village in the district, District Kaupang. Adequate human resource competence in terms of quantity and quality will increase the accountability of the budget realization report at the village financial level so that all accountability can be carried out properly and all acts of misuse of village funds can be avoided.
2. Individual morality affects the village government's accountability in managing village funds in the Central Kupang District, Kupang Regency. Individual morality must also be considered because it is an important variable in increasing the accountability of the village government in managing village funds. Someone with high moral reasoning will be able to prevent the misuse of funds and obey rules in accordance with ethical principles.
3. The control environment affects the village government's accountability in managing village funds in the Central Kupang District, Kupang Regency. A control environment must be implemented in an institution to minimize the misuse of funds and increase the accountability of the village government in managing village funds.
4. Human resource competence, individual morality, and the control environment simultaneously affect the accountability of the village government in managing village funds in Central Kupang District.

5.2 Suggestions

1. For Research Objects
The village government in Central Kupang District, Kupang Regency, is able to build self-reliance and self-help for the community to be more professional in running the government. The village government can take advantage of HR competencies from village wars in terms of village financial management, especially regarding planning, implementation, administration, reporting, and accountability, to avoid the misuse of village funds and increase the accountability of village governments in managing village funds.
2. For Further Research
Future researchers are expected to expand the research object used, for example, in other institutions. Further research is also expected to identify other variables that are thought to affect the

accountability of village governments in managing village funds and can use this type of qualitative research.

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