

THE IMPACT OF TRANSPARENCY, ACCOUNTABILITY, AND LEADERSHIP ON THE EFFECTIVENESS OF PUBLIC FINANCIAL MANAGEMENT: EVIDENCE FROM LOCAL GOVERNMENT INSTITUTIONSHilda Meylani^{1a}, Deni Ramdani^{2b}¹Universitas Islam Negeri Bandung² Universitas Wanita InternasionalHildamey4@gmail.com^a, ramdanideni3112@gmail.com^b**ARTICLE INFO****Received:** 15 December 2025;**Accepted:** 15 January 2026;**Publish:** 15 February 2026;

Volume 1 Issue 1,
January - June 2026, pp. 17-23
<http://doi.org/10.23960/jPM.v1i1.1>

Corresponding author :

Hilda Meylani (hildamey4@gmail.com)

ABSTRACT

Study This goal To examine the empirical impact of transparency, accountability, and leadership on the efficiency of village fund administration in the villages of Cinunuk and Gudang district, Regency. Sumedang. Study this is research Using quantitative methods and primary data, this information was gathered from respondents using a questionnaire that was given to 48 government employees' villages. people being studied This is the staff government for the Tanjungsari Regency in Sumedang's villages of Jatinangor and Cimanggung. Data analysis employed the multiple linear regression test, the heteroscedasticity test, the multicollinearity test, and the normality test. According to research findings, accountability, transparency, and leadership all contribute to good village fund management.

Keywords: Village Fund Management: Transparency, Accountability, Leadership, and Effectiveness

ABSTRAK

Tujuan penelitian ini adalah untuk menguji dampak empiris transparansi, akuntabilitas, dan kepemimpinan terhadap efisiensi pengelolaan dana desa di desa Cinunuk dan Gudang, Kabupaten Sumedang. Penelitian ini menggunakan metode kuantitatif dan data primer, informasi ini dikumpulkan dari responden menggunakan kuesioner yang diberikan kepada 48 pegawai pemerintah desa. Orang yang diteliti adalah pegawai pemerintah Kabupaten Tanjungsari di desa Jatinangor dan Cimanggung, Kabupaten Sumedang. Analisis data menggunakan uji regresi linier berganda, uji heteroskedastisitas, uji multikolinearitas, dan uji normalitas. Menurut temuan penelitian, akuntabilitas, transparansi, dan kepemimpinan semuanya berkontribusi pada pengelolaan dana desa yang baik.

Kata kunci: Pengelolaan Dana Desa: Transparansi, Akuntabilitas, Kepemimpinan, dan Efektivitas

A. INTRODUCTION

The village, as an organizational unit, confronts the government directly with the public, taking into account all of their requirements and interests. The village also plays a strategic role in implementing assignments for the public's field service. Liberation Village Law No. 6 of 2014 was created for managing government, power sources, wealth, nature, and financial village management. The Village Fund is made up of money that are allocated for transferred villages through Budget District Revenue and Expenditure (APBD) and Budget State Revenue and Expenditure (APBN). Upaten is a city for building communities, executing development, maintaining government, and empowering society.

Government villages have responsibilities for reporting and accountability APBDes whenever he asked. Implementation APBDes that play a vital part in village development. Accountability report management of wealth village's vertical and horizontal characteristics. Participatory, responsible, transparent, orderly, and disciplined management of village money by the governing village are the five elements that can be used to gauge success. Management and finance village become a mark for the community's ability to take care of, manage, and organize homes without assistance. Authority management finance village controlled by the head village together with machinery expected village competent manage finance village with apply transparency, accountability, and leadership so that problem such as poverty, inequality, social, and other problems can be resolved.

Accountability is the duty to provide an individual or organizational unit with an explanation of their performance as well as their actions in response to an approved request for accountability. According to Men's (2019) research, accountability is important for the efficient management of village funds. According to a study by Risyah and Idang (2017), accountability is important for managing the allocation of community funds. Accountability

is the duty to disclose information above and beyond success or failure in carrying out a mission and organizing a team to achieve goals that have been established. Accountability, according to Gray et al in the discipline of accounting, is the task of providing information (including financial information) or the computations required by an activity to be the responsibility of an organization or business. According to the Apostle in the book, accountability is the capacity to respond to higher levels of power when someone or a group of people takes public action against one institution.

Objectivity and Accountability allotment of village funds As well as that, leadership is a necessity. According to Surya (2014), the purpose of leadership is to persuade people to achieve predetermined objectives. The more the government understands the needs of society and works well with it, the more the general public will support it. good at implementing and helping the government administer development programs. For a village, leadership plays a crucial role. Because a good leader made a nice village. _ According to the study by Ardana et al. (2011), leadership style might be yours or someone else's. As an illustration, consider an excellent leader who exhibits open leadership, is clear about their activities and responsibilities, or is an accountant. A leader government with a public village can so achieve effective control. According to research by Dewi (2019), leadership affects the accountability of community funds.

Effective management will result from good village community management allocation funds in addition to transparency and accountability. Mardiasmo (2009; 132) claims that effectiveness almost invariably correlates with outcomes. to be used for attainment purposes. If the activity process operationally achieves the goal, the activity is said to be effective. While effectiveness is central output link not nearly enough explanation and purpose, according to Halim (2001:72). If village finances are managed well, it will be because of good public governance (GPG). Good public governance is defined as a system or rule behavior related to management authority by internal state administrators _ conduct his work in a manner responsible and accountable, according to Committee Governance Policy from 2008. Effectiveness, according to Mardiasmo (2004), is measured by how well an organization accomplishes its mission. If an organization achieves its objectives, it can be considered to have walked in effectiveness. Accountable management of village funds refers to the management of finances that can be held responsible starting with activity planning, implementation, and organization of the business, and ending with report finance village.

Theory stewardship

Based on Act behavior and premises, Stewardship Theory was developed (Donaldson and Davis, 1989). Situation as outlined by stewardship theory Managers who place greater focus on desired principals than personal interests. Theory This is based on pertinent factors in conjunction with a motivation manager. Stewardship theory is based on the premise that a man may be trusted, capable of acting with full but insufficient answers, and have integrity and honesty toward others (Chin in Warongan, 2014). The intended trust expressed by connection-based stakeholder implies this. Trust is the central idea of stewardship theory. Theoretically, this manager will act in their mutual interests.

Influence Transparency to Effectiveness Village Fund Management

The public's right to openness and honesty is the basis for the definition of transparency. For his openness and thoroughness in understanding the government's accountability, as well as his adherence to the law, Hafiz (2000).

If stewardship theory is connected to Transparency is the fundamental principle of openness from the government sector as (stewards) in providing relevant information with activity in managing source power in the village to the community (principal) for gathering information widely without existing restrictions in linked topics with the government sector. In order to satisfy the user information (principal), the principal needs to achieve it through good form presentation of finance, planning, execution, or other information. Novia Sari Dewi (2018) Results of research This demonstrates the importance of the concepts of transparency, accountability, and participation in the management of the distribution of village funding to villages in the District Brother Fireflies research by Ridwan Indra Hermawan, Yunita Zenaria, and Nedi Hendri (2021). This demonstrates how transparency has a major negative impact on effectiveness. Administration of Village Funds.

H 1: Transparency influences effectiveness in a favourable way Management of Village Funds

Influence Accountability to Effectiveness Village Fund Management

Accountability is the duty to respond to requests for information or accountability from parties with the authority to do so and to explain someone's or an organization's performance and actions. In 2003, Sedarmayanti. If stewardship theory is connected to Government has an obligation to be accountable to the community (principal), who have rights and powers, and to present and reveal all activities and duties to them. In a study by Yesina et al. (2018), request accountability This accountability is important and helpful in managing the village budget since it demonstrates how each equipment was perceived and how well its work was done. _ Linda Lomi Ga and Christa Yunita Garung (2020) Accountability and openness in relation to management village fund allocation in a partial influence major method. While accountability and openness, when combined, have a big impact on how village funds are managed to achieve good governance in Manulea, District Garut, Subang Regency.

H 2: Accountability influences effectiveness of village fund management in a beneficial way.

Influence Leadership to Effectiveness Village Fund Management

Leadership is ability For influence something group going to achievement A vision and goals that have been determined (Robbins and judge, 2015). Leadership is also considered as form control or supervision centralized Where One individual give power and influence others. Study Dewi (2019) produces leadership influence in a manner significant on accountability management of village funds . Result of study Mahayani (2017) revealed that leadership No found proof empirical influential to accountability management of village funds . Based on the explanation such , then formulated hypothesis _ on research This namely :

H3: Leadership influences positive to Effectiveness Village Fund Management

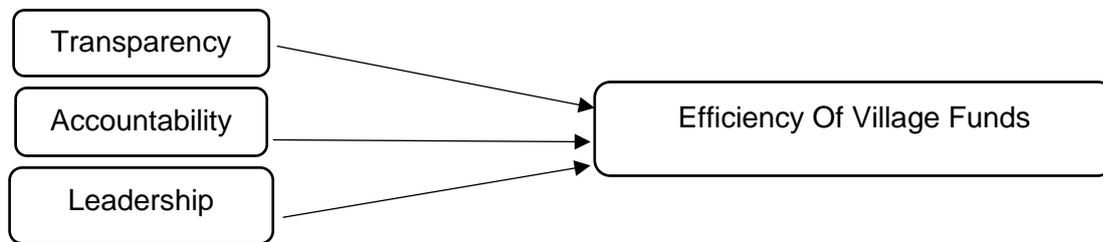


Figure 1. Research Model.

B. RESEARCH METHODOLOGY

Quantitative research is the type that is used. people being studied District Cileunyi, Sumedang Regency, Staff Government Village Cinunuk and Village Cimekar. Study sample This is the Jatinangor and Cimanggung villages of the 48 Staff Government. Purposive sampling is the procedure used while taking samples.

When sampling is done, the sample must meet the following criteria:

1. Village of Staff Government
2. Device village with element executor position assigned technician to assist Head Village with task operational in field government village.

In this study, questionnaires were employed for data collection, and for analysis, descriptive analysis with SPSS software was used.

C. RESULT AND DISCUSSION

Normality Test

The One-Sample Kolmogorov Smirnov Test is the testing method employed in this investigation. In order to conduct the test, probabilities obtained at a significance level of 0.05 were compared. The data is normally distributed if the significant value is estimated to be more than 0.05 (Ghozali, 2006). The results of the normalcy test are shown in the following table.

Table 1
Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residuals

N		48
Normal Parameters ^{a,b}	Means	.0000000
	std. Deviation	2.23667658
Most Extreme Differences	absolute	.098
	Positive	.058
	Negative	-.098
Test Statistics		.098
Asymp . Sig. (2-tailed)		.200 ^{c,d}

Source: Processed primary data, 2023

According to the test results in Table 1, 0.200 is the significant value for this investigation. The fact that the results are significantly higher than 0.05 leads us to the conclusion that the research data is normally distributed.

Multicollinearity Test

Table 2
Multicollinearity Test Results

Model		Coefficients						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	1,556	2,319		-.671	.486		
	X1	.364	.108	.352	3,365	.002	.776	1,289
	X2	.161	.080	.259	2,021	.049	.514	1,945
	X3	.218	.080	.343	2,719	.009	.531	1,885

a. Dependent Variable: Y

Source: Processed primary data, 2023

Table 2's multicollinearity test results indicate that each independent variable's tolerance value is larger than 0.10, and the results of calculating the VIF value also indicate that each independent variable's VIF value is less than 10.00. Thus, it can be said that multicollinearity has no symptoms.

Heteroscedasticity Test

Table 3
Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,791	1,455		2,605	.012
	X1	-.048	.068	-.121	-.743	.461
	X2	.005	.048	.081	.091	.928
	X3	-.038	.048	-.148	-.749	.458

a. Dependent Variable: ABS_UT

Source : Processed Primary Data , 2023

Based on table 3, it is known that the variables X1 (Transparency), X2 (Accountability), and X3 (Leadership) all have significant marks that are larger than 0.05 by 0.461, 0.928, and 0.05, respectively. Thus, it may be said that none of the three variables mentioned above exhibit heteroscedasticity.

**Hypothesis Test
Regression Test Double**

Table 4
Multiple Linear Analysis Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		

1	(Constant)	1,556	2,319		-.671	.486
	X1	.364	.108	.352	3,365	.002
	X2	.161	.080	.259	2,021	.049
	X3	.218	.080	.343	2,719	.009

a. Dependent Variable: Y

Source : Processed Primary Data , 2023

Based on table 4 above, the relevance of the variable transparency for the owner is 0.002 to 0.05. Conclusion: Effective management of village money depends on transparency. variable responsibility with a 0.049–0.05 mark of significance. this indicates that accountability is important to the efficient use of village revenues. Next comes the leadership variables, which have a 0.009–0.05 mark of significance. With this in mind, we may draw a conclusion that can influence significantly the effectiveness of village fund administration.

Influence Transparency to Effectiveness Village Fund Management

According to the study, transparency has a favorable impact on the efficiency of village budget management. The outcome of the regression test conducted for the variable transparency is 3.365 with a 0.002 0.05 mark significance. This statement indicates that H1 is accepted or proven, leading to the conclusion that transparency is important to the efficiency of village budget management. This is because it fosters public faith in the government and the community, as well as social respect. Visible transparency refers to the efforts made to track monetary inflows and outflows and show the village government's commitment to transparency, which is a crucial component of effective management of the village fund.

Transparency and Effectiveness of Village Fund Management are significantly influenced by the acts and policies of government personnel that foster mutual trust between the government and the community. Effectiveness Village Fund Management can be achieved with transparency and community participation in the program evaluation. This is backed by fresh ideas or viewpoints put out by the populace, in order for the government to implement them as programs. As a result, the study's findings suggest that openness has a favorable impact on Management Effectiveness Fund. Village in the Cileunyi area of London, in the villages of Jatinangor and Cimanggung. Government officials would serve as stewards if this were related to stewardship ideology. Stewards oversee his work. Interest-based organization No personal interest. This implies that the village authority makes its financial operations transparent to the public. Study This is consistent with studies by Ni Luh Putu Hindrayani, Ni Wayan Alit Erlina Wai, and Citra Kumala Goddess, Fadli Moh (2019), which found that transparency has a favorable impact on the efficiency of village fund management.

Influence Accountability to Effectiveness Village Fund Management

Accountability was shown to be very important to the efficient management of village revenues. The regression test for variable accountability yielded a value of 2.021 and a mark significance of 0.049 0.05. As a result, it can be inferred that accountability plays a key role in the efficiency of village budget management. Results from studies demonstrating how crucial accountability is to the village government's capacity to handle funds effectively.

The village administration holds itself accountable by posting an announcement banner with the budget realization report, which is done so that the public may see and understand the scope of the budget and its actualization. Government performance in the village can be seen from compliance with reporting requirements, timely realization of those results, and being held accountable for the truth. It can also be influenced by feedback on how effectively village funds are managed, which can be felt by the community directly. This is demonstrated with meeting musrembang existing. Management of local money is required to improve accountability. Work hard, have a sense of duty, show dedication, and have good access from the party government to the users so that the village can receive trust and receive satisfaction from the performance tools or staff. With this accountability, the management of village funds will be more effective. The Stewardship Theory's implications indicate that the presence of a government or staff village as a reliable institution must respond to all associated activities with the village's planning or growth of society. Study This is consistent with research by Riska Febrianto (2020) and Ni Made Sriani (2021), which found that accountability had a favorable impact on the efficiency of village fund management.

Influence Leadership to Effectiveness Village Fund Management

The findings of the t test done for the variable leadership in this study are 2.719 with a mark significance of 0.009 0.05. Leadership is significantly important to the effectiveness management of village funds. This indicates that hypothesis three is confirmed or accepted, leading to the conclusion that leadership plays a substantial role in the efficiency of village fund administration. matter This demonstrates how important competent leadership is to the efficient use of community funds. Study phenomenon This was learned from Ambon Kita.com news, which explains that chief village cinunuk may be involved in staff corruption within the village. Since there is a phenomena, it can be inferred that the aspect of leadership is crucial and essential because a successful community starts with a

good leader. This is regarded as form control or total supervision _ making choices in accordance with a leader. The so-called efforts made by society or the staff village with the phenomenon For more discerning Choosing once more A leader with integrity will carry out his duties in the public's best interests and with transparency and accountability. No Again, for the benefit of the community interest, honesty regarding the prudent management of local funds. This research also demonstrates that accountability and transparency are currently functioning properly. Implications Research stewardship theory This is demonstrated by a running leader's position and his duties. For the community's trust, a responsible individual must manage their finances in a transparent and open manner. Study This is consistent with Ni Made Sriani's research from 2021, which found that leadership influences village money management in a good way.

D. CONCLUSION

Multiple regression models are used to provide answers to the issues in this study based on the findings of the talks that have been gathered and evaluated. The management of village money in the Cileunyi District of Sumedang Regency is more effective when there is transparency. In hypothesis testing 1, this is demonstrated. There is a significant effect when the results of the multiple linear regression test have a significance value of 0.002, which is less than 0.05. One of the factors that can impact the efficiency of village fund management is transparency. When the coefficient values are positive, it indicates that the variables have a correlation or a one-way relationship.

Accountability improves the efficiency with which village funds are managed in Cileunyi District, Sumedang Regency. In hypothesis testing 2, this is demonstrated. There is a significant effect, as indicated by the multiple linear regression test findings, which have a significance value of 0.049 and are smaller than 0.05. This demonstrates that one factor that may have an impact on the efficiency of village budget administration is responsibility. When the coefficient values are positive, it indicates that the variables have a correlation or a one-way relationship. In Cileunyi District, Sumedang Upaten Regency, effective village fund management is influenced favorably by leadership. In hypothesis testing 2, this is demonstrated. There is a significant effect when the results of the multiple linear regression test have a significance value of 0.009, which is less than 0.05. This demonstrates that one of the factors that can affect how well a town manages its funds is leadership. When the coefficient values are positive, it indicates that the variables have a correlation or a one-way relationship.

The study makes the idea that the village government, as the person in charge of managing village finances, should be able to raise the standard of work in village organizations so that they can be directly accountable for and transparent about the village money they oversee. If the researcher chooses to conduct a subsequent study on the same subject, they should take note of the time that has passed since the deployment questionnaire was completed. Studies may also be generated using a qualitative research methodology. Additionally, future study can broaden its coverage.

E. REFERENCES

- Donaldson, L., & Davis, J. H. (1989). CEO governance and shareholder returns: Agency theory or stewardship theory. *Australian Journal of Management*, 16(1), 49–64.
- Dewi, N. S. (2018). The influence of transparency, accountability and participation on village fund management. *Journal of Public Administration*, 5(2), 115–126.
- Ghozali, I. (2006). *Aplikasi analisis multivariate dengan program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Halim, A. (2001). *Manajemen keuangan daerah*. Yogyakarta: UPP AMP YKPN.
- Hafiz, M. (2000). *Transparansi dan akuntabilitas dalam pengelolaan keuangan publik*. Jakarta: Raja Grafindo Persada.
- Mardiasmo. (2004). *Akuntansi sektor publik*. Yogyakarta: Andi.
- Mardiasmo. (2009). *Akuntansi sektor publik*. Yogyakarta: Andi.
- Robbins, S. P., & Judge, T. A. (2015). *Organizational behavior* (16th ed.). New Jersey: Pearson Education.
- Sedarmayanti. (2003). *Good governance dalam rangka otonomi daerah*. Bandung: Mandar Maju.
- Warongan, J. (2014). *Akuntansi sektor publik: Konsep dan aplikasi*. Jakarta: Salemba Empat.
- Yesina, N., Lomi, G. L., & Garung, C. Y. (2018). The influence of transparency and accountability on village fund management. *Journal of Public Sector Accounting*, 3(1), 45–56.
- Sriani, N. M. (2021). Leadership and accountability in village fund management. *Journal of Government Accounting*, 7(1), 23–34.

Febrianto, R. (2020). Accountability and effectiveness of village fund management. *Journal of Regional Finance*, 6(2), 89-102.

Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 tentang Desa.