

THE INFLUENCE OF THE IMPLEMENTATION OF PERFORMANCE-BASED BUDGET, INTERNAL GOVERNMENT CONTROL SYSTEM ON REGIONAL GOVERNMENT PERFORMANCE WITH ACCOUNTABILITY AS A MODERATING VARIABLE IN DELI SERDANG DISTRICT GOVERNMENT AGENCIES

Widhayanti¹, Irfan ², Dahrani³
Universitas Muhammadiyah Sumatera Utara

ARTICLE INFO

Keywords: Performance-Based Budgeting, Government Internal Control System, Accountability, Government Performance

E-mail:

widha.se@gmail.com¹,
dr.irfan@umsu.ac.id²
dahrani@umsu.ac.id³

ABSTRACT

The purpose of this study is to analyze the effect of performance-based budgeting and local government internal control system practices in addressing government performance in the OPD of Deli Serdang district and to determine and analyze the impact of accountability to moderate the connection between performance-based budgeting and internal control. This research method uses quantitative methods. The population used in this study was program and planning staff personnel from the Deli Serdang Regency government. The analytical method used was structural equation modeling. The results of this study demonstrate that performance-based budgeting and internal control practices influence government performance and accountability can moderate the connection between performance-based budgeting and internal control. The results of this discovery are expected to provide insight and knowledge about the factors affecting local government performance. Furthermore, this study is expected to provide additional input and relevant evaluation material. Deli Serdang Regency Government Performance Evaluation and Future Guidelines.

Copyright © 2023 Economic Journal. All rights reserved.
is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

1. INTRODUCTION

Regions have been granted vast and substantive power due to the rapid and significant progress in regional autonomy. This development has bestowed regions with a sense of accountability and genuine authority. The success of implementing regional autonomy heavily relies on the region's preparation and capacity in effectively managing and empowering all available potential and resources through the efforts of Regional Administrators and Regional Apparatus Organizations. In order for good and clean regional government to be implemented, it typically occurs within a society that possesses efficient social control. This attribute is commonly found in a democratic society where governmental power is restricted and cannot be wielded arbitrarily over its citizens. This includes refraining from abusing authority or engaging in acts of corruption, collusion, and nepotism (KKN).

Good governance principles. This entails the establishment of a participatory system, ensuring that the government operates within the framework of the law and upholds transparency, responsiveness, and consensus-building. Justice, effectiveness, and efficiency are essential factors that need to be integrated, alongside fostering accountability, strategic vision, and interconnectedness throughout the administration. By adhering to these principles, the government will significantly elevate its level of service and responsiveness to the needs of the society. The central goal of good governance is to establish a government framework that ensures the welfare of public services in a harmonized way, encompassing collaboration

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

between all stakeholders, namely the state, civil society, community institutions, and the private sector (American Psychological Association Task Force on Resilience and Strength in Black Children and Adolescents 2008).

Government performance refers to the outcomes and impacts resulting from government activities and programs, which are intended or have already been achieved using measurable quantities and qualities outlined in (PP Nomor 8, 2006). This performance cannot be solely determined based on inputs and outputs, but must also consider the resulting outcomes, benefits, and impacts. According to (Nordriawan & Hertianti 2011), the text emphasizes the importance of contributing towards the welfare of the community.

In order to enhance the budgeting process, a form of budget reform being adopted is Performance Based Budgeting. Performance-based budgeting is a budgeting system that puts a strong emphasis on attaining measurable outcomes from programs or activities funded by the APBD. This approach ensures that performance targets are linked to the allocation of funds in the budget. If the budget lacks effectiveness and fails to prioritize performance, it will neglect the prepared plans. In order to address the drawbacks stemming from the lack of performance benchmarks in achieving public service goals and objectives, the performance-based budget approach was formulated.

The regional governments have yet to effectively handle public funds using the value for money/performance budgeting system (performance budget). The challenge lies in the prevailing mindset during discussions and decision-making on government budgets within the Legislative Body (DPR) and Executive (Government), which focuses mainly on inputs. The goal of optimizing the use of the budget for the welfare of society has not been fully achieved as the budgeting system is not yet in the form of an output base and changes are required. Budgets in government agencies serve as both a planning and control tool, as well as an important instrument for ensuring public accountability in managing public funds and implementing programs financed with public money. These budgets aim to provide transparency and accountability to the broader community, aligning with the vision, mission, and objectives of regional government governance.

A sound system of regional governance relies on the creation of transparent and responsible public sector organizations, which operate ethically and steer clear of improper practices such as collusion, corruption, and nepotism. This fosters a culture of internal supervision, bolstered by a robust and measurable internal control system. Through such mechanisms, it becomes possible to ensure a reasonable level of confidence in the effectiveness and efficiency with which regional government objectives are achieved. The core concept of control is to regulate the function of control. This will eventually establish a work pattern that can be measured with evident accountability. It enables us to calculate and foresee any deviations, wastage, misappropriations, obstacles, errors, and failures in a quantifiable manner. According to Tolley, (Tolley, Ridwan, and Kasim 2017), it is stated that.

In Mardiasmo, (2006) stated that Public Accountability refers to the duty of the trustee (agent) to be accountable by presenting, reporting, and disclosing all activities and actions they are responsible for to the principal who has the authority to demand such accountability. All Government Agencies, State Agencies, and Institutions at the Central and Regional levels are required to report their performance accountability based on this understanding. The structure of performance accountability becomes evident through the presentation of a Government Agency Performance Accountability Report (LAKIP) document.

Planning and budgeting are integral components of managing the state's finances. As per the Government Accounting Standards (PP Number 71, 2010), the budget serves as a roadmap for the government's operations, encompassing income, expenses, transfers, and financing in rupiah units. This budget is organized systematically based on specific classifications for a specified duration. Hence, the implementation of performance-based budgeting holds immense significance in enhancing accountability and transparency within regional government, leading to further improvements in the performance of regional authorities. Over the course of its implementation, the planning and budgeting system in Indonesia

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

has experienced numerous transformations. Performance-based budgeting (PBK) is a method that differs from the traditional approach. The birth of several laws (UU) marked this change. These include Law Number 17 of 2003, which concerns State Finances; Law Number 1 of 2004, which concerns State Treasury; Law Number 15 of 2004, which concerns Auditing Management and Responsibility of State Finances; and Law Number 25 of 2004, which concerns the National Development Planning System.

In order to ensure PBK compliance with regulations and the accuracy of reported data that holds government agencies accountable for their performance, it is essential to establish internal control or supervision measures over government agency accountability. The implementation of operational activities and the achievement of set goals and targets in organizations, particularly government organizations, are significantly impacted by changes in the external environment such as alterations in statutory regulations. As a result of this change, it has become imperative to establish a robust internal control system. This system will ensure that activities are carried out as intended, comply with regulations, and maintain the quality of data for performance accountability reports of regional government agencies. Consequently, the implementation of performance accountability requires the supervision and internal control of local government agencies. Local government agencies are responsible for providing essential services to the community. These agencies work at a regional level, focusing on the needs and well-being of the local population. Through various departments and divisions, they address issues such as public safety, transportation, education, healthcare, and environmental concerns. The primary goal of these agencies is to enhance the quality of life for residents and ensure the smooth functioning of the local area. They play a crucial role in promoting community development, fostering economic growth, and maintaining a sustainable and secure environment. Additionally, local government agencies serve as a vital link between citizens and higher levels of government, facilitating effective communication and representation of interests. Overall, their efforts contribute significantly to the overall welfare and progress of the local community.

Every organization must have a reliable Internal Control System, as it holds a crucial position. The implementation of activities' success heavily relies on the internal control's comprehension by each element involved. Government agencies must be guided by the Government Internal Control System (SPIP) as mandated in Presidential Regulation No. , when carrying out activities. In 2008, it was deemed necessary for institutions to exercise control over the implementation of government activities, in order to achieve effective, efficient, transparent, and accountable financial management. These controls consist of five essential elements: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Internal Control Monitoring. The main objective of SPIP is to ensure that the state government functions effectively and efficiently by providing adequate confidence in achieving its goals. This is done through maintaining reliable financial reports, safeguarding state assets, and ensuring compliance with statutory regulations. The aim of SPIP is to enhance the performance achievements of Regional Apparatus Organizations (OPD) by meticulously monitoring their performance throughout the entire process, from planning to implementation and reporting. In order to achieve the desired outcome of effectiveness, efficiency, and economy, it is necessary to ensure that the expected performance is aligned with these goals.

In Deli Serdang Regency, one of the regencies in North Sumatra Province, there are 31 regional apparatus organizations (OPDs) that have responsibilities according to specific laws and regulations. These include Undang Undang Nomor 32 tahun 2004 and Permenpan RB Nomor 53 Tahun 2014, Peraturan Presiden Nomor 29 Tahun 2014 and Presidential Instruction Number 2 of 2016 emphasize the importance of accountability, corruption prevention, and eradication in government agencies. These actions are carried out in order to create a government that is fair and accountable to the community. Regional Administrators, along with their subordinate units, particularly the OPDs, are required to take responsibility for both their successes and failures in their performance.

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

The government of Deli Serdang Regency shares its annual performance results through the LAKIP (Government Agency Performance Accountability Report), which undergoes assessment and evaluation. The Ministry of State Apparatus Empowerment and Bureaucratic Reform (KEMENPAN-RB), in the Republic of Indonesia, has released Government Agency Performance Accountability (AKIP) measures. The evaluation is founded upon the overall assessment principles of LAKIP, comprising of five fundamental elements of performance management as depicted in the following figure.

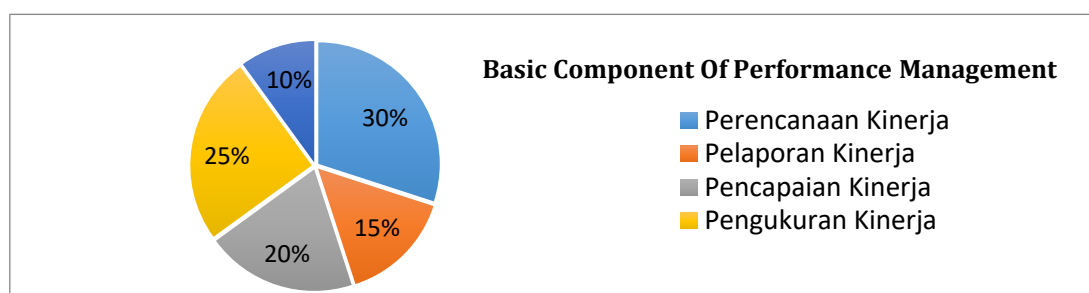


Figure 1. Basic Components of Performance Management

During the last 5 (five) years (2017 to 2021) Deli Serdang Regency only received a CC score for the Bureaucratic Reform Index, which means it is sufficient (adequate) but needs a lot of non-basic improvements (Source of Permenpan-RB Number 12 of 2015) whereas for Sakip there was an increase from 2017 to 2019, only getting a C grade, then in 2020 and 2021 getting an increase in B grades where there was an increase in points. The results of the Deli Serdang Regency SAKIP RB evaluation can be seen in the following table:

Table 1. Evaluation Results of SAKIP RB Deli Serdang Regency

Year	SAKIP	Information	RB	Information
2017	C	Not Enough	CC	Adequate
2018	C	Not Enough	CC	Adequate
2019	C	Not Enough	CC	Adequate
2020	B	Good	CC	Adequate
2021	B	Good	CC	Adequate

Source: Deli Serdang District Secretariat Organization Section (processed data)

The Government Agency Performance Report (LAKIP) is deemed necessary to determine the ability of each agency to achieve the organization's vision, mission and goals. This performance accountability is a form of performance reporting that must be accounted for by the party entrusted with carrying out programs/activities in order to achieve the vision and mission and strategic plans set by the organization

2. THEORITICAL STUDY

Government Performance

Government performance is defined as the result of government activities and programs that are to be or have been achieved in connection with the use of a budget with measurable quantity and quality (PP Number 8 of 2006).

Performance Indicator (Kasmir, 2018) :

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

1. Quality (Quality)
2. Quantity (amount)
3. Time (time period)
4. Cost emphasis,
5. Supervision
6. Relationships between employees.

Performance Based Budgeting

Performance-based budgeting is a budgeting method for management to link each funding provided for activities with the expected outputs and results, including efficiency in achieving the results of these outputs (outcomes) (Yasmin 2018).

Abdul Halim (2007) states that the principles of performance-based budgeting:

1. transparency and accountability
2. Budget Discipline
3. Budget Justice
4. Budget efficiency and effectiveness
5. Prepared with a performance approach

Government Internal Control System (SPIP)

Based on PP No 60 Tahun 2008, what is meant by Internal Control System is 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, security state assets, and compliance with statutory regulations.

Internal Control System Components (Government Regulation No. 60 of 2008)

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Internal Control Monitoring

Accountability

The concept of agency theory uncovers the dynamics between two key parties: the proprietor, known as the principal, and an additional party called the agent. According to Jensen and Meckling, agency theory explains the contractual relationship between the principal, who is the owner or shareholder, and the agent, who is the manager. According to (Kapriana and Agung 2020), in an agency relationship, a contract is established wherein the principal delegates authority to the agent, empowering them to effectively manage the principal's business and make optimal decisions on their behalf.

Stages of the accountability process

- (1) . Determination of strategic planning
- (2) .Performance measurement
- (3) .Performance reporting
- (4) .Utilization of performance information for continuous performance improvement.

The cycle of stages of the accountability process for the performance of local government agencies can be described as follows:



Figure 2. Regional Government Performance Accountability Cycle
Source: Pusdiklatwas BPKP, 2007

Conceptual framework

Based on the background and identification of research problems, researchers identified 2 independent variables, namely the implementation of performance-based budgeting (X1) and the government's internal control system (X2) which are thought to influence regional government performance (Y). Apart from that, this research will also test that the accountability of government agency performance (Z) can moderate the relationship between the implementation of performance-based budgeting (X1) and the government's internal control system (X2) on Regional Government Performance (Y). Where each variable consists of several indicators so that it can be measured using an ordinal scale.

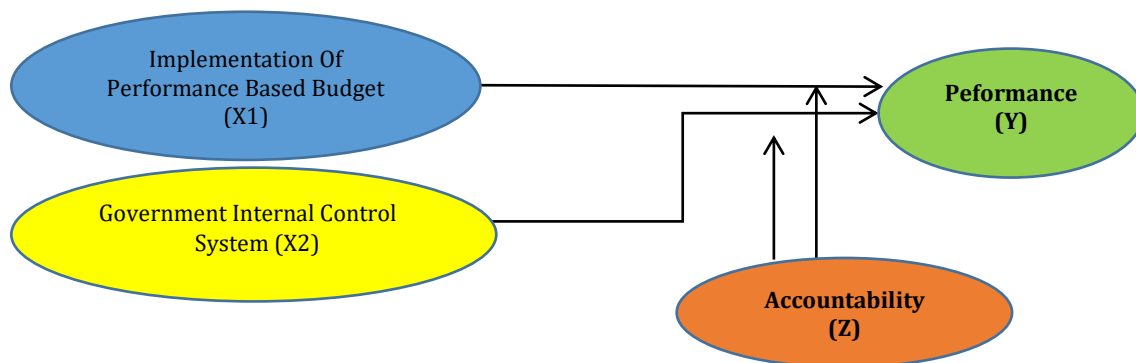


Figure 3. Conceptual Frame work

Research Hypothesis

1. Implementation of a Performance-Based Budget affects the Performance of the Regional Government of Deli Serdang Regency
2. The Government's Internal Control System influences the Performance of the Regional Government of Deli Serdang Regency
3. Accountability is able to moderate the relationship between the Implementation of Performance-Based Budgeting and Regional Government Performance
4. Accountability is able to moderate the relationship between the Government's Internal Control System and Regional Government Performance

3. METHOD

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

Types of research

The type of research carried out is causal research with a quantitative approach. Causal research is research that wants to see whether a variable that acts as an independent variable has an effect on another variable that is a dependent variable (Nursalam and Fallis 2021).

Location and Time of Research

This research was conducted at the Deli Serdang Regency Government, namely at 31 (thirty one) Regional Apparatus Organizations (OPD) which was carried out in the period September 2022 to December 2022.

Population and Sample

The population in this study were all agencies/OPDs of Deli Serdang Regency, totaling 31 agencies/OPDs apart from the sub-district. Meanwhile, the research sample consisted of 62 respondents consisting of the Head of the Planning/Program/Staff Subdivision as the authorized official/staff in determining and implementing the main tasks and functions of budgeting, planning, monitoring and reporting the performance of Regional Apparatus Organizations.

Variable Operational Defenition

1. Regional Government Performance (Y)

The definition of the performance of a government agency itself according to the Decree of the Head of the State Administration Agency No: 239/IX/6/8/2003 is a description of the level of achievement of targets or objectives of a government agency as an elaboration of the vision, mission and strategy of a government agency which indicates the level of success and failure in implementing activities - activities in accordance with established programs and policies.

Indicator Regional Government Performance :

- 1) achieving the targets of government agencies in the form of output and outcome indicators,
- 2) planning the vision and mission and strategies of government agencies
- 3) quality of available products/services
- 4) operational efficiency.
- 5) impact on society/satisfaction. The measurement scale used is an ordinal scale.

2. Performance Based Budget (X1)

According to the Regulation of the Minister of Finance of the Republic of Indonesia No. 94/PMK.02/2017 concerning Guidelines for Preparing and Reviewing Work Plans and Budgets for State Ministries/Institutions and Ratifying Budget Implementation Lists) Performance-based budgeting is a budgeting system that is oriented towards the organization's 'output' and is related to very closely related to the vision, mission and strategic plans of the organization.

3. Government Internal Control System (X2)

According to Government Regulation no. 60 of 2008 The Government Internal Control System is an organizational plan and business methods used to safeguard assets, provide accurate and reliable information, encourage and improve the efficiency of the organization's running, and encourage conformity with established policies.

This variable is measured by indicators consisting of:

(1) Environment (2) Policy (3) Control Activities (4) Information and Communication (5) Evaluation & Monitoring. The measurement scale used is an interval scale.

4. Accountability (Z)

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

According to Presidential Regulation Number 29 of 2014 concerning the Performance Accountability System for Government Agencies, Accountability is defined as the embodiment of the obligation of a government agency to account for the success and failure of implementing the organization's mission in achieving the targets and objectives that have been set through a periodic accountability system.

This variable is measured by indicators consisting of:

(1) Planning (a combination of strategic plans and performance agreements), (2) Performance Measurement, and (3) Performance Reporting (management of performance data required for performance reporting) and (4) Performance Evaluation. The measurement scale used is an ordinal scale.

Data Analysis Techniques

The data analysis technique in this research was carried out using multiple linear regression analysis and moderating analysis with interaction tests (moderated regression analysis). data were analyzed using SEM. using Smart PLS 3.0 software. Partial Least Square (PLS) Analysis. PLS is a Structural Equation Modeling (SEM) equation model with a variance-based approach or component-based structural equation modeling which is used to build theory or develop theory. (Gazali and Latan in Abshari, 2017)

4. RESULT AND DISCUSSION

Result

Convergen Validity

The results of processing with SmartPLS 3.00 can be seen in Figure 4 The outer model value between construct and variable meets convergent validity because the indicator has a validity value above 0.5. Figure 4 shows the correlation value of performance-based budget variables, government internal control system, government performance and accountability.

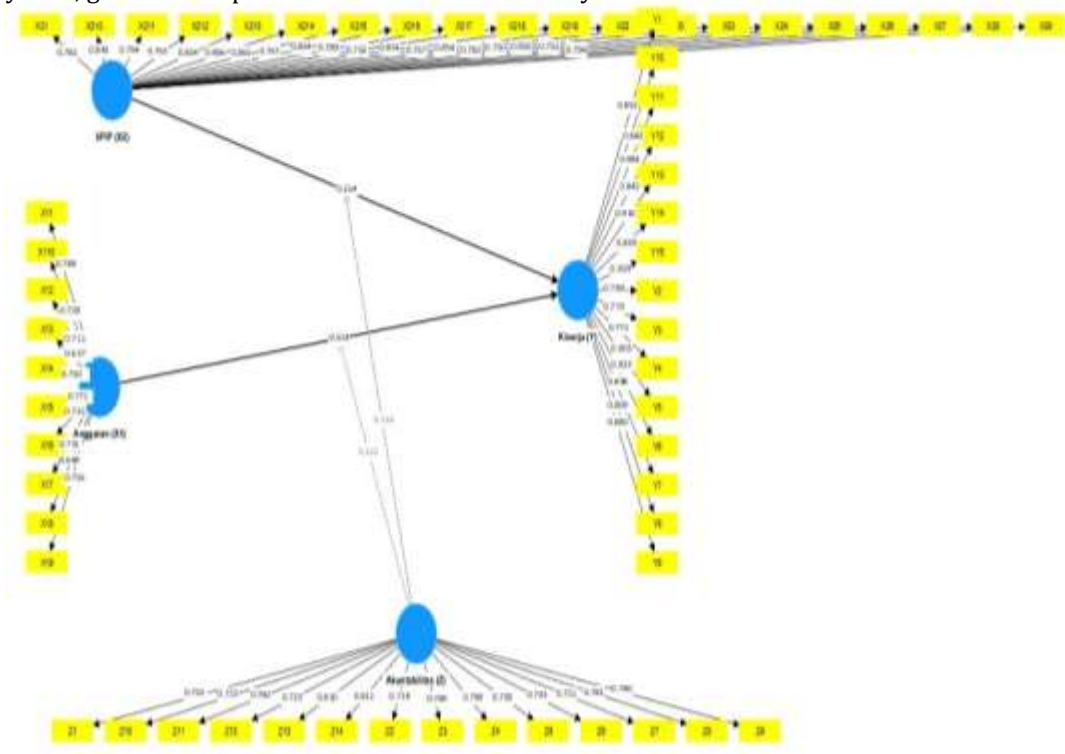


Figure 4. Convergen Validity

Discriminant Validity

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

Discriminant validity is also reviewed using the Average Variant Extracted (AVE) method for each indicator, the value is required to be > 0.5 for a good model (Ghozali, 2017).

Table 2. Average Varianed Extracted (AVE)

Variable	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Government internal control system	0.925	0.929	0.629	0.658
Performance-based budgeting	0.929	0.627	0.941	0.616
Government Performance	0.867	0.875	0.897	0.523
Accountability	0.784	0.805	0.843	0.575

Source: Data processed by the author, 2022

Based on Table 4 above, it is known that the AVE value of the variables performance-based budget, performance-based budget, government internal control system and accountability is >0.5, so it is stated that each variable has good discriminant validity.

Analysis Inner Model

1. Test Path Coefficient

Path coefficient evaluation is used to show how strong the effect or influence of the independent variable is on the dependent variable. Based on Figure 4 the SEM-PLS Structural Research Scheme explains that the path coefficient value of the government performance-based budget variable is 0.514, the government internal control system-government performance is 0.214. Based on this description, it shows that the variables in this model have the influence of performance-based budgeting and the government's internal control system - government performance shows a positive direction.

2. Test Goodness Of Fit

The R-Square value obtained based on the sum of the R2 coefficient values for each variable is 0.701 for the government performance variable. This value interprets that the performance-based budget variable, the government's internal control system, is only able to explain around 70.1% of the variance in government performance, the rest is influenced by other factors not mentioned in this research.

Table 3. R-Square

Variable	R Square
Government Performance	0.701

Source: Data processed by the author, 2022

Hypothesis Test

Based on Table 4, the t-statistic value for the performance-based budget variable -> Government performance shows that the t count is 4,414 > t table of 1.98 and the P value shows 0.000 < 0.05, so it can be concluded that the implementation of performance-based budgeting has an effect on performance. government, in the government internal control system variable -> government performance shows t count of 5,811 > t table of 1.98 and the P Values show 0,000 < 0.05 so it can be concluded that the government's internal control system has an effect on government performance. In the variable Moderating Accountability for Implementation of a performance-based Budget -> Government performance shows t

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

count of 3,240 > t table of 1.98 and the P Values show 0.000 < 0.05 so it can be concluded that Accountability of the Government's Internal Control System moderates government performance. In the variable Moderating Accountability of the government's internal control system -> Government performance, the t count is 3,210 > t table of 1.98 and the P Values show 0.000 < 0.05 so it can be concluded that accountability moderates the relationship between the government's internal control system and government performance.

Table 4. T-Statistics dan P-Values

No.	Variable	TStatistics (O/STDEV)	P Values	Value t
1.	Implementation of performance-based budgeting -> Government performance	4.414	0.000	1,98
2.	Government internal control system -> Government performance	5.811	0.000	1,98
3.	Moderating Accountability for Performance-based Budget Implementation -> Government performance	3.240	0.000	1,98
4.	Moderating Accountability of the Government's Internal Control System-> Government performance	<u>3.210</u>	<u>0.000</u>	1,98

Discussion

1. The Influence of Performance-Based Budgeting (X1) on government performance (Y)

From the table above, it can be seen that the coefficient value obtained is 0.170 with a t-statistic value of 4,414 > 1.98 and a P-value of 0.000 < 0.05, indicating that performance-based budgeting has a significant positive effect on government performance.

2. The Influence of the government's internal control system on government performance.

The t-statistic value of 5.811 > 1.98 and P-value 0.000 < 0.05 indicates that the government's internal control system has a significant positive effect on government performance, so the second hypothesis is "accepted".

3. Accountability Moderates the Effect of Performance-Based Budgeting on Government Performance

Based on the results of the hypothesis test, Accountability Moderates the Effect of Performance-Based Budgeting on Government Performance. The t-statistic value of 3,240 > 1.98 and P-value 0.000 < 0.05 indicates that performance-based budget accountability has a significant positive effect on government performance, so the third hypothesis is "accepted".³

4. Accountability Moderates the Influence of the government's internal control system on government performance

The t-statistic value of 3,210 > 1.98 and P-value 0.000 < 0.05 indicates that through accountability the Government Internal Control System has a significant positive effect on government performance, so the fourth hypothesis is "accepted". The Government's Internal Control System is The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et al*

the extent to which budget objectives are clearly and specifically determined with the aim of ensuring that the budget is effective.

5. CONCLUSION

5.1 Conclusion

1. Performance-based budgeting influences government performance. The better the performance-based budget available, the more government performance will improve. 2. The failure to achieve optimal revenue realization in the Deli Serdang Regency Government is caused by several factors, namely in terms of budget preparation, where not all appointed financial management officials participate in preparing the budget. This lack of understanding by financial management officials regarding financial management causes delays in the financial administration process, and information available outside the Regional Apparatus Organization (OPD) is felt to have a significant influence on the revenue budget within the Regional Apparatus Organization (OPD) itself. 3. The government's internal control system influences government performance. The better the government's internal control system, the higher the level of government performance. 4. The Government's Internal Monitoring System as a supervisory function is considered not to provide adequate confidence in the achievement of organizational goals through effective and efficient activities, which can be caused by the Deli Serdang Regency Government not implementing the right man in the right place, which will cause delays in the process which ultimately results in causing disruption to the performance of regional government. 5. Accountability can moderate the influence of performance-based budgeting on government performance. The higher the level of accountability, the higher the level of government performance. 6. The problem that occurs related to accountability is that the low commitment of employees will disrupt the implementation of regional government programs, as a result there will be employee indiscipline, then there will be no desire and readiness of individuals in the organization to accept various work challenges and responsibilities, this will lead to self-development and creativity employees decrease. Accountability will strengthen commitment to encourage employees to achieve organizational goals, have positive perceptions and do their best for the interests of the organization. On the other hand, employees with low accountability will have low attention to achieving organizational goals, and will even tend to try to fulfill personal interests. 7. Accountability can moderate the influence of the government's internal control system on government performance. The higher the level of accountability, the higher the level of government performance. 8. By proving that accountability can moderate the influence of performance-based budgeting on government performance and the influence of the government's internal control system on government performance, the Deli Serdang Regency Government needs to build a culture of accountability which can be done by creating a culture of accountability.

5.2 Suggestion

1. The Regional Government of Deli Serdang Regency must pay more attention to the participation process of its employees in preparing the regional budget. Optimizing participation in budget preparation can help better budget planning and improve the performance of Regional Government Apparatus by participating in budget development, so that OPD leaders and the Structural Levels below them will be responsible for budget performance. 2. Apart from that, the Regional Government of Deli Serdang Regency must also increase its accountability to be even stronger in order to display its best performance and increase the productivity of Regional Apparatus Organizational Performance. The existence of a strong commitment can encourage every employee to provide the best achievements and performance for local government, which needs to be done, among other things, through an integrated performance reporting system, a clear and transparent reward and punishment system as well as recruitment and placement of employees according to their competence. 3. The Deli Serdang Regency Government can make efforts to minimize the impact of not achieving regional government performance based on the weaknesses identified in this research, including: a. Performance Based Budget : Involving all related parties who have
The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On
Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District
Government Agencies. *Widhayanti, et al*

the competence to prepare performance-based budgets and carry out integrated socialization regarding strategies for achieving the goals and targets of each Regional Apparatus Organization. 2. Government Intent Control System : Implementing the right man on the right place to support regional government performance. 3. Accountability, for each activity carried out, an activity report is prepared which is submitted to the leadership. Performance reports must be prepared in a reliable, accountable and accurate manner and submitted to the center in a timely manner. There must be openness of performance information to the public so that the public can also assess and see the performance of the Deli Serdang Regency Government as a whole. 4. For future research, it is hoped that future research will be able to add other internal and external factors that are thought to influence government performance, expand research objects and populations, and use more varied data analysis techniques so that it can be useful for further research.

REFERENCES

- [1] Agus Siahaya, Sally Paulina Sandanafu. 2022. "The Effect Of Good Governance Implementation, Government Accounting Standards, Effectiveness Of Internal Control System And Human Resource Quality On The Quality Of Regional Task Force Financial Statements". *International Journal of Economics and Business Research (IJEBA)*, Vol 6, Issue 1, 2022
- [2] Davis Budi Purnama. 2019. "Implementation Of Internal Control Of Village Fund Allocation Management On Village Performance Accountability (Case Studies in All Villages of Padang District, Bojonegoro Regency in 2019)". *International Journal of Economics and Business Research (IJEBA)*, Vol 4, Issue 4, 2020
- [3] Debora. 2018. "Pengaruh Penerapan Anggaran Berbasis Kinerja Dan Pengendalian Intern Terhadap Akuntabilitas Kinerja Dengan Sistem Informasi Sebagai Variabel Moderating Pada Rs Vertikal Ditjen Pelayanan Kesehatan Kementerian Kesehatan Tesis." *Jurnal Pembangunan Wilayah & Kota* 1(3): 82-91.
- [4] Febrianti, Tania. 2021. "Analisis Faktor-Faktor Yang Mempengaruhi Akuntabilitas Kinerja Instansi Pemerintah." *E-Bisnis : Jurnal Ilmiah Ekonomi dan Bisnis* 14(1): 137-46.
- [5] Hozaimah. 2018. "Terhadap Akuntabilitas Kinerja Instansi Pemerintah (Studi Empiris Pada Satuan Kerja Perangkat Daerah Kabupaten Situbondo). Jurnal Oleh Hozaimah Terhadap Akuntabilitas Kinerja Instansi Pemerintah (Studi Empiris Pada Satuan Kerja Perangkat Daerah Kabupaten Situbondo."
- [6] Inpres Nomor 2 Tahun 2016. 2016. "Tentang Aksi Pencegahan Dan Pemberantasan Korupsi."
- [7] I Wayan Yerima Natawibawa , I Made Oka Mulya , and Wahyu Hendarto Yoh. 2019. "Transparency And Accountability As Determinants In The Financial Management Of Universities: A Study On State Universities In Malang City". *Jurnal Tata Kelola & Akuntabilitas Keuangan Negara* Volume 5, Number 1, Jan-Jun 2019: 57-72
- [8] Kapriana, Angga Permadi, and Iskandar Agung. 2020. "Faktor-Faktor Yang Mempengaruhi Kualitas Laporan Keuangan Pemerintah Daerah Dengan Sistem Pengendalian Internal Pemerintah Sebagai Pemoderasi (Studi Empiris Pada Opd Dikabupaten Kuburaya)." *JAAKFE UNTAN (Jurnal Audit dan Akuntansi Fakultas Ekonomi Universitas Tanjungpura)* 9(1): 47-70.
- [9] Keputusan Kepala Badan Pengawasan Keuangan Dan Pembangunan Nomor: Kep-607/K/Su/2005BPKP. 2005. "Tentang Kebijakan Pengawasan Badan Pengawasan Keuangan Dan Pembangunan Tahun 2005." *Badan Pengawasan Keuangan dan Pembangunan*.
- [10] Keputusan Kepala Lembaga Administrasi Negara No.239/IX/8/2003. 2003. "Pedoman Penyusunan Pelaporan Akuntabilitas Kinerja Instansi Pemerintah."

The Influence Of The Implementation Of Performance-Based Budget, Internal Government Control System On Regional Government Performance With Accountability As A Moderating Variable In Deli Serdang District Government Agencies. *Widhayanti, et.al*

- [11] Mangkunegara, A A Anwar Prabu. 2011. "Manajemen Sumber Daya Manusia Perusahaan."
- [12] Mardiasmo. 2006. "Perwujudan Transparansi Dan Akuntabilitas Publik Melalui Akuntansi Sektor Publik."
- [13] Mardiasmo, M B A. 2021. *Otonomi & Manajemen Keuangan Daerah: Edisi Terbaru*. Penerbit Andi.
- [14] Nordiawan & Hertianti. 2011. "Akuntansi Sektor Publik."
- [15] Nordiawan, Doddy, and Ayuningtias Hertianti. 2010. *Akuntansi Sektor Publik Edisi 2*. Jakarta: Salemba Empat.
- [16] Nursalam, and A.G Fallis. 2021. "Teknik Analisis Data PLS." *Journal of Chemical Information and Modeling* 53(9): 1689-99.
- [17] Oktaviani, Matilde Agnes, and Dian Purnama Sari. 2020. "Pengendalian Intern Terhadap Akuntabilitas Pelaporan Keuangan." *Jurnal Akuntansi dan Pajak* 21(1): 186-93.
- [18] Peraturan Menteri Keuangan Rep Indonesia No 94/PMK.02/2017. "Tentang Petunjuk Penyusunan Dan Penelaahan Rencana Kerja Dan Anggaran Kementerian Negara/Lembaga Dan Pengesahan Daftar Isian Pelaksanaan Anggaran."
- [19] Peraturan Pemerintah Nomor 71 Tahun 2010. 2010. "Standar Akuntansi Pemerintah." 60(4): 982-92.
- [20] Peraturan Pemerintah Nomor 8 Tahun 2006. 2006. "Tentang Pelaporan Keuangan Dan Kinerja Instansi Pemerintah Daerah."
- [21] Peraturan Pemerintah No 58 Tahun 2005. 2005. "Tentang Pengelolaan Keuangan Daerah." 25(1): 65-90.
- [22] Permendagri No 21. 2011. "Perubahan Kedua Atas Peraturan Menteri Dalam Negeri Nomor 13 Tahun 2006 Tentang Pedoman Pengelolaan Keuangan Daerah." *Phys. Rev. E*: 24.
- [23] Permenpan RB Nomor 53 Tahun 2014. 2014. "Tentang Petunjuk Teknis Perjanjian Kinerja, Pelaporan Kinerja Dan Tata Cara Reviu Atas Laporan Instansi Pemerintah." 8(33): 44.
- [24] Perpres Nomor 29 Tahun 2014. 2014. "Tentang Sistem Akuntabilitas Kinerja Instansi Pemerintah (SAKIP)." *LN.2014/NO.80, LL SETKAB : 18 HLM.*: 1-44.
- [25] Perpres RI No 81 Tahun 2010. 2010. "Tentang Grand Design Reformasi Birokrasi 2010-2025." *LL SETKAB : 5 HLM* (1).
- [26] PP No 60 Tahun 2008. 2008. "Tentang Sistem Pengendalian Intern Pemerintah." *LN. 2008 No. 127, TLN No. 4890, LL SETNEG : 28 HLM.*: 1-128.
- [27] Sugiyono. 2016. *Metode Penelitian Kuantitatif, Kualitatif, Dan Kombinasi (Mixed Methods)*. Cetakan Ketujuh. Bandung: CV. Alfabeta.
- [28] Yenty Astari Dewi, Nasfi, Mai Yuliza. 2021. "Internal Control System, Utilization Of Accounting Information Technology, On Village Fund Management Accountability". *International Journal of Economics and Business Research (IJE BAR)*, Vol 5, Issue 1, 2021
- [29] Yuanita, Wynni. 2021. "Analisis Perwujudan Good Governance Melalui Akuntabilitas Publik Dan Meminimalkan Perilaku Oportunistik Di Dalam Lingkungan Pemerintah Daerah." *Islamic Economics Journal* 2(1).