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## **The Effect of Budget Goal Clarity, Internal Control Systems, and Quality of Human Resources on the Village Chief Performance with Accountability and Organizational Commitment as the Moderating Variables**

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**ABSTRACT:** *This study aims to examine and analyze the effect of budget goal clarity, internal control systems, and quality of human resources on the village chief performance with accountability and organizational commitment as the moderating variables. The population of this study is 218 village chief in Kuantan Singingi Regency. This study applied a purposive sampling method and 130 chief villages were selected as a sample. The study used primary data and applied Moderated Regression Analysis (MRA) by using SPSS 25th version to test the hypothesis. The result of this study shows that budget goal clarity, internal control systems, and quality of human resources affect the village chief performance. Furthermore, the result shows that accountability and organizational commitment strengthen the effect of budget goal clarity, quality of human resources, and internal control systems on the village chief performance.*

**Key Words:** *Budget Goal Clarity, Internal Control Systems, Quality of Human Resources, Village Chief Performance, Accountability, Organizational Commitment.*

### **Introduction**

In recent years, village development has become a central issue in the national development paradigm in Indonesia. The Government of Indonesia has implemented several policies to overcome the problems of poverty, inequality, and underdevelopment that often occur in society. The policy is more focused on strengthening, empowering, and improving the quality of human resources and accelerating the development of villages to contribute greatly to Indonesia's sovereign mission. One of the programs initiated by the government is the village fund which is sourced from the State Budget (APBN) which has been started since 2015. The village government, in this case, represented by the village chief and his apparatus, is responsible for the village fund. They are required to be able to manage their budgets effectively and efficiently. A good village chief's performance will have positive implications for the progress of the village itself.

Regarding the service, satisfaction, and the improvement of people's welfare, Law No. 6 of 2014 states that one of the objectives of the regulations on villages is to improve public services for rural communities. But in reality, there are currently many cases of bad public services performed by the village government. Based on data released by the website <https://www.ombudsman.go.id>, it was found that there were 19 public complaints at the

Ombudsman office in 2018 regarding the act that not providing services by the village chief for various reasons and motives. Furthermore, Roberto (2019: 3) revealed that from the results of his research observations, it was found that many people complained about the public services provided by the village such as the id card (KTP) making process which was very complicated and required a long time, undisciplined office hours for the village officers, and delegation of the authority and duties that unclear between the village officers. This is far from the instruction given by President Jokowi that villages as the lowest level of government and directly interact with the community must improve the quality of their services.

The bad performance of the Village Chief can also be seen from the increasing trend of corruption carried out by the Village Chiefs. This is according to the report from the Indonesian Corruption Watch (ICW) on corrupt practices in the village government in 2016 to 2017, at least 110 cases of corruption in the village budget that have been processed by a law enforcer and are allegedly involving 139 perpetrators. The state's loss from the corruption in village funds is quite large. In 2015 the state loss reached Rp 9.12 billion, in 2016 it reached Rp 8.33 billion, while in 2017 it reached a quite large surge of Rp 30.11 billion, bringing the total to Rp 47.56 billion. Other data from ICW, up to the end of 2017 there were 900 village chiefs with legal problems. Besides, the distribution of Village Funds which seemed surprising in 2015 was not accompanied by the preparation of human resources who will manage this budget at the village level. Based on the Regulation of the Minister of home affairs of the Republic Indonesia Number 112 of 2014 about Election of Village Chiefs in article 21 states that the candidates for Village chiefs are only required to have the lowest level of education which is graduated from Middle School or Junior High School. With the number of village funds reaching hundreds of millions for one village, it is feared that the Village Chief is not ready to manage the funds. Since it is started in 2015, there have been many cases of lateness in reporting the Village Fund accountability. While based on the applicable rules, the reporting is required to follow the government accounting system, which makes it difficult to implement in the field.

Performance is a tool to measure the success of an organization. The goals achievement of an organization is supported by the tenacity of human resources that shelter, where competent human resources will produce the performance that supports the organization (Putri, 2018). Various factors can be categorized as affecting performance such as Budget Goal Clarity, Internal Control Systems, and Quality of Human Resources. The clarity of budget goal is the extent to which budget targets are, precisely, and specifically set according to the standards at the right timeframe with the aim that the budget can be understood by members to be coordinated on the achievement of the set performance targets (Putra, 2013). With the clarity of the budget goal, the budget implementer will be assisted in its realization which directly also affects the performance of the village chief. This is in line with the research of Putra (2013) and Darma (2004). However, different results are obtained from the research conducted by Nurhalimah (2013), Ramandei (2009), and Amril (2009) where there is no effect from the clarity of budget goal on the performance of the village apparatus.

Another factor affecting the performance of village chiefs is an internal control system, which is an integral process of actions and activities carried out continuously by the leader and all the employees to provide adequate confidence in achieving the organizational goals through effective and efficient activities, financial reporting reliability, security state assets, as well as compliance with laws and regulations (PP No. 60 of 2008). An internal control system in the village that can be implemented such as a village meeting in planning RPJMDes or APBDes. This is done to ensure that the village budget is right on the target to the village community, does not benefit one group, or does not adjust to the aspirations and needs of the village that will result in the village development being enjoyed by only a few people. Furthermore, as the implementation of the SIMDA application to facilitate the control of village fund management. This will improve the performance of the village chief. This is in line with research

conducted by Darma (2004) and Putri (2018). But these results are different from Fahdi's study (2015).

Furthermore, quality human resources also affect the performance of village chiefs. In accounting, it can be seen from the level of responsibility and competence of these resources. A village chief who has an adequate educational background will have a different mindset and insight than a village chief who has enough educational background. With a scientific basis and educational background they have, they will be able to solve problems well. Besides, the educational background will affect the competencies possessed. In this sophisticated era, the village chief who has high competences and skills will be easier to adapt to a constantly changing system. When he is unable to adapt properly, village administration will be hampered. This will decrease the level of satisfaction for the village chief by the community. Rulyanti's research results (2017) revealed that human resources had a significant positive effect on village government performance. This is in line with research by Fahdi (2015) and Putri (2018). However, research conducted by Sibagariang (2013) found that the Quality of Human Resources did not affect the performance of the Regional Work Unit (SKPD).

This research was conducted again due to the inconsistency of the results of the study related to the variables above. The inconsistency of the results of the previous research is thought to be better explained by considering the moderating variables. The moderating variable is supposed to strengthen or weaken the effect of variables to performance in this case the performance of the village chief is accountability and commitment. A high sense of responsibility (accountability) will influence the effect of budget goal clarity on the performance of village chiefs, wherewith this accountability, the village chief will make clear and precise budget targets so that their implementation can be accounted for. The final result is on improving village chief performance.

The influence of the internal control system on the performance of village heads can also be strengthened by accountability. The relatively big amount of village funds received by the villages requires villages to prepare several reports with various types of reporting as a form of accountability. Besides that, there are critical points in the management of village finances which certainly require a great responsibility for the village chief. Therefore, the village chief must be able to apply the principle of accountability in the management of village finances, where all village officers whose running the activities must be accountable to the village community under the provisions, so that good village government governance is realized (Sudiro, 2017). With the support of good accountability, an adequate internal control system will produce a quality village chief performance. Conversely, an adequate internal control system, which is not supported by good accountability, is likely to reduce the performance of the village chief.

Likewise, when human resources have a strong desire to try to achieve organizational goals, then if strengthened with accountability from within themselves, good performance will be realized. The quality of human resources can be seen from factors such as educational background, competencies, skills or abilities, and insight. The demand to win the competition at this time is employees who have the competence and are responsible for the tasks they carry. Someone who has the competence or skill will not give the best results if it is not accompanied by a sense of responsibility for his work.

Besides accountability, the moderating variable used in this study is organizational commitment. According to Sopiah (2008: 155), organizational commitment is the degree to which an employee is willing to trust and accept the goals of the organization and will remain without leaving the organization. A village chief who has a high commitment to his organization (village) will prepare a budget clearly and appropriately under the goals (vision and mission of the village) to be achieved in the village work plan so that it will affect the improvement of the performance of the village head himself. Because when people feel the direct impact of the

changes in their village (for the better) then the community will feel satisfied with the performance of their leaders. This is supported by Hanifah (2005) whose concluded that organizational commitment can moderate the effect of budget goal clarity on performance. The results are not under the research conducted by Darma (2004) which concludes that organizational commitment is not able to moderate the relationship between the clarity of budget targets on performance.

If it is associated with an internal control system, commitment also affects the village chief performance. The internal control system is designed to guide and supervise an organization's resources in achieving its goals and plays an important role in the prevention and detection of fraud. Organizational commitment will boost the tendency of the village chief and village officer to reach the village vision and mission. According to Hanifah (2005), organizational commitment can moderate the effect of control systems on performance. Similarly, if it is related to the quality of human resources. When human resources have a high commitment to achieve organizational goals, then good performance can be achieved as well. Managing human resources based on competence is believed to be able to support the organization to achieve its goals. Competence is usually used as a basis for each entity in selecting people, managing performance, carrying out training and development, and determining compensation. Competence without being balanced by high commitment will not give the results targeted by the organization.

This study extending the prior study by adding accountability and organizational commitment as the moderating variable. It is hoped that by adding the two moderating variables, the village chief performance will be explained better. Previous studies have been done outside Riau Province. Therefore, this study was conducted in Kuantan Singingi Regency as one of the regencies in Riau Province. Various cases of fraud by the village chief also occurred in this area. This study hopes to yield some recommendations to villages in Riau Province especially villages in Kuantan Singingi Regency.

## **Methodology**

The research method is using quantitative research methods, that is research methods based on the philosophy of positivism, used to examine certain populations or samples. Sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is statistical to test the hypotheses that have been set (Sugiyono, 2012: 7).

Related with the explanation in the introduction, 9 hypotheses will be tested in this study, they are:

- H<sub>1</sub>: Budget Goal Clarity affects the village chief performance
- H<sub>2</sub>: Internal Control Systems affects the village chief performance
- H<sub>3</sub>: Quality of Human Resources affect the village chief performance
- H<sub>4</sub>: Budget goal clarity affects the village chief performance if it is moderated by Accountability
- H<sub>5</sub>: Internal Control Systems affects the village chief performance if it is moderated by Accountability
- H<sub>6</sub>: Quality of Human Resources affects the village chief performance if it is moderated by Accountability
- H<sub>7</sub>: Budget goal clarity affects the village chief performance if it is moderated by Organizational Commitment
- H<sub>8</sub>: Internal Control Systems affects the village chief performance if it is moderated by Organizational Commitment
- H<sub>9</sub>: Quality of Human Resources affects the village chief performance if it is moderated by Organizational Commitment

## **Population and Sample**

This study is conducted in Kuantan Singingi Regency. Data were collected from December 2019 to February 2020. The population in this research was the village chiefs from 218 villages in Kuantan Singingi Regency. The sample size was determined by the purposive sampling method. The sample selection criteria are: The village chief is in the village within Kuantan Singingi Regency with access to transportation and geographic areas which are easily accessible. The selected villages are those of the underdeveloped, developing, and advanced categories to obtain proportional data distribution. The selected village is determined through mapping the area adjacent to the Kuantan Singingi district capital; this is based on consideration of the ability of researchers in terms of time, energy, and costs incurred. The sample is the Village Chief because he is the manager of the village government affairs and is fully responsible for the administration of the village's affairs. By considering the criteria above, it is obtained 8 sub-districts, consisting of 130 villages that met the criteria.

## **Data Collection and Analysis**

To test the hypothesis, the data analysis method consists of 4 stages, they are data quality testing, classical assumption testing, multiple regression analysis using SPSS version 23.0 for windows, and moderated regression analysis (MRA).

## **Operational Definition of Variables**

The dependent variable in this research is the performance of the village chief. According to Mahoney et. al (1963) Natalia (2010), managerial performance is the performance of individual members of the organization in managerial activities, that measured by the indicators of planning, investigation, coordination, evaluation, supervision, staff selection, negotiation, and representation. The instrument for measuring these variables was adopted from Putra (2013).

## **Budget Goal Clarity, Internal Control Systems and The Quality of Human Resources**

There are 3 independent variables in this research, they are the Budget goal clarity is measured by the indicators of objectives, performance, standards, periods, priority goals, level of difficulty, and coordination. The instrument for measuring this variable was adopted from Putra (2013). The internal control measurement indicators according to PP No.60 of 2008 are the control environment, risk assessment, control activities, information and communication, and monitoring. The instrument for measuring this variable was adopted from Putra (2013). While indicators for measuring the quality of human resources are educational background, health, and ability. The instrument for measuring this variable was adopted from Putri (2018).

## **Moderation Variable**

There are 2 moderation variables in this research, they are accountability and organizational commitment. The indicators of accountability variables are honesty and legal accountability, program accountability, process accountability, and policy accountability. The instrument to measure this variable was adopted from Rezki (2017). The indicators of organizational commitment variables consist of affective commitment, continuance commitment, and normative commitment. The instrument for measuring this variable was adopted from Putri (2018).

## Result and Discussions

The respondents of this research were the village chiefs in each village in Kuantan Singingi Regency. The questionnaires distributed were as many as 130 sets and from that number were received back as many as 119 or 91.5%. The questionnaires that can be processed further were 115 or 88.4%. Based on gender, the number of male respondents was 114 people or 99.1% and female respondent was 1 person or 0.86%. Based on the age, the majority of respondents in this research were in the age range of 25-30 years with a total of 50 respondents or 43.4%. It shows that the respondents are in the working-age range. Based on the level of education, the majority of respondents had a high school education of 84 respondents or 73%.

### Data Quality Testing

The validity of the instrument was testing by measure the correlation research variables both dependent, independent, and moderation variables. The results showed a correlation value above the criteria of 0.183 (r table). So it can be concluded that the measurement instrument is valid so that the variable of Village Chief Performance, Budget goal clarity, Internal Control System, Quality of Human Resources, Accountability, and Commitment are eligible to be used as research data.

As well, reliability tests have been carried out using Cronbach's alpha technique. The good reliability coefficient value is above 0.60 or more. After the reliability test was carried out on the Village Chief's performance instrument, Budget goal clarity, Internal Control Systems, Quality of Human Resources, Accountability and Organizational Commitment, the Cronbach Alpha coefficient  $> 0.60$  was obtained so that it can be concluded that all instruments in this study were reliable and fulfilled reliability requirements.

### Primary Data Analysis

Preliminary analysis found that the data in this research were free from multicollinearity where the VIF value for all independent variables  $< 10$  and so also the tolerance value  $> 0.10$ . So it can be concluded that the regression model in this study is free from multicollinearity. While based on the Kolmogorov Smirnov test conducted in this research, a significant value of  $0.200 > 0.05$  was obtained. So it can be interpreted that the regression model of this research meets the assumption of normality.

A good regression model is a homoscedasticity or heteroscedasticity does not occur. From the initial analysis in this research, the results obtained have not occurred heteroscedasticity. Furthermore, the autocorrelation test which aims to test whether in the linear regression model has a correlation between the errors of the intruder in the period  $t$  with the error of the intruder in the period  $t-1$  (previous). The Durbin-Watson test (DW test) is used to detect whether there is autocorrelation or not. The limit of no autocorrelation is if the number shown from the Durbin-Watson value is between  $-2$  to  $+2$ , it can be concluded that the regression model does not have autocorrelation. From the data analysis conducted in this research it can be seen that the value of  $d$ -count (Durbin-Watson) is between  $-2$  and  $+2 = -2 < 1.531 < +2$ . So it can be concluded that no autocorrelation was found in the regression model.

## Results

The following table 1 displays the results of testing hypothesis 1 to hypothesis 3.

**Table 1. The Results of Regression of Budget Goal Clarity, Internal Control Systems and the Quality of Human Resources on the Performance of Village Chiefs**

		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	B		
<b>1</b>	(Constant)	20.728	5.118		4.050	.000
	X1	.196	.049	.331	4.003	<b>.000</b>
	X2	.197	.059	.276	3.339	<b>.001</b>
	X3	.184	.070	.212	2.635	<b>.010</b>

a. Dependent Variable: Village Chief Performance

The results from testing the 1st Hypothesis (H1) found that t is 4.003 and significant with a p-value of 0.000 and a standardized coefficient  $\beta$  value of 0.196. A positive  $\beta$  (Beta) value indicates that the budget goal clarity (X1) has a positive effect on the performance of the village chief. Thus, H1 is accepted.

The results from testing the 2nd Hypothesis (H2) found that is 3.339 and significant with a p-value of 0.001 and a standardized coefficient  $\beta$  value of 0.197. A positive  $\beta$  (Beta) value indicates that the internal control systems (X2) have a positive effect on the performance of the village chief. Thus, H2 is accepted.

The results from testing the 3rd Hypothesis (H3) found that t is 2.635 and significant with a p-value of 0.010 and a standardized coefficient  $\beta$  value of 0.184. A positive  $\beta$  (Beta) value indicates that the quality of human resources (X3) have a positive effect on the performance of the village chief. Thus, H3 is accepted.

Table 2 shows the results of testing the 4th hypothesis (H4). The test is carried out by using Moderated Regression Analysis (MRA) based on Sharma (1981) and Ghozali (2016) with the following steps:

X1 is regressed to Y, obtained the value of t-count from the variable of budget goal clarity is 4.724 with a significance level of 0.000 (<0.05). It shows that there is a positive and significant effect of the variable budget goal clarity on the village chief performance variable (condition 1 is fulfilled because X1 has a significant effect on Y).

X1 and Z1 are regressed to Y, obtained the value of t-count from the moderating variable that is public accountability variable is 6.166 with a significance level of 0.000 (<0.05). It shows that there is a direct effect from the moderating variable that is public accountability on the criterion variable that is the Village Chief Performance.

X1, Z1, and X1\*Z1 are regressed to Y, obtained the value of t-count from the interaction variable (multiplication variable between the budget goal clarity and the public accountability) is 2.411 with the significance level of 0.018 (<0.05). It shows that there is an interaction between the interaction variable and the Village Chief Performance variable.

**Table 2. The Result of testing H4 with Moderated Regression Analysis (MRA)**

	Coefficients				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
<b>Model 1</b>						
(Constant)	39.689	2.583			15.367	.000
Budget goal clarity	.241	.051	.406		4.724	.000
<b>Model 2</b>						
(Constant)	23.915	3.401			7.031	.000
Budget goal clarity	.142	.047	.239		3.008	.003
Accountability	.460	.075	.490		6.166	.000
<b>Model 3</b>						
(Constant)	22.243	3.402			6.538	.000
Budget goal clarity	.122	.047	.206		2.613	.010
Accountability	.423	.075	.450		5.668	.000
X1*Z1	.002	.001	.186		2.411	.018

a. Dependent Variable: Village Chief Performance

Based on results discussed above, the Quasi Moderation is proved to exist. Quasi moderator is a variable that moderates the relationship between the independent variable and the dependent variable where pseudo-moderation variables interact with the independent variables as well as being independent variables. It means that the budget goal clarity (X1) affects the village chief performance (Y) and this effect is stronger if it is moderated by Accountability (Z1), so it can be concluded that H4 is accepted.

Table 3 shows the results of testing the 5th hypothesis (H5). This hypothesis is testing by applying Moderated Regression Analysis (MRA) based on Sharma (1981) and Ghozali (2016) with the following steps:

X2 is regressed to Y, obtained the value of t-count from the variable of internal control systems is 4.049 with the significance level of 0.000 (< 0.05). It shows that there is a positive and significant effect from the variable internal control systems on the village chief performance variable. (condition 1 is fulfilled because X2 has a significant effect on Y).

X2 and Z1 are regressed to Y, obtained the value of t-count from the moderating variable that is Public Accountability variable is 6.490 with the significance level of 0.000 (< 0.05). It shows that there is effect from the moderating variable that is Public Accountability on the criterion variable that is Village Chief Performance.

X2, Z1 and X2\*Z1 are regressed to Y, obtained the value of t-count from the interaction variable (multiplication variable between the internal control systems and the public accountability) is 2.423 with the significance level of 0.017 (< 0.05). It shows that there is interaction between the interaction variable and the Village Chief Performance.

**Tabel 3. The Result of testing H5 with Moderated Regression Analysis (MRA)**

	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>Model 1</b>					
(Constant)	32.253	4.838		6.667	.000
Internal Control Systems	.254	.063	.356	4.049	<b>.000</b>
<b>Model 2</b>					
(Constant)	18.767	4.634		4.050	.000
Internal Control Systems	.148	.056	.207	2.631	.010
Accountability	.480	.074	.511	6.490	<b>.000</b>
<b>Model 3</b>					
(Constant)	30.592	6.664		4.591	.000
Internal Control Systems	.002	.081	.003	.026	.979
Accountability	.150	.154	.159	.970	.334
X2*Z1	.004	.002	.489	2.423	<b>.017</b>

a. Dependent Variable: Village Chief Performance

The results present above prove that accountability is a Quasi Moderator. It means that the variable of internal control systems (X2) affects the Village Chief Performance (Y) and its affect is stronger if it is moderated by Accountability (Z1), then H5 is accepted.

Table 4 shows the results of the testing the 6th hypothesis (H6). This test was carried out using Moderated Regression Analysis (MRA) based on Sharma (1981) and Ghazali (2016) with the following steps: X3 is regressed to Y, obtained the value of t-count from the variable quality of human resources is 2.561 with significance level of 0.012 (<0.05). X3 and Z1 are regressed to Y, obtained the value of t-count from the moderating variable that is Public Accountability is 7.432 with significance level of 0.000 (<0.05). X3, Z1 and X3\*Z1 are regressed to Y, obtained the value of t-count from the interaction variable (multiplication variable between the quality of human resources and the public accountability) is 3.434 with the significance level of 0.001 (<0.05). It shows that there is interaction between the interaction variable and the Village Chief Performance variable.

**Table 4. The Results of testing the H6 with Moderated Regression Analysis (MRA)**

	Coefficients <sup>a</sup>				
	Unstandardized		Standardized	t	Sig.
	Coefficients	Coefficients	Coefficients		
B	Std. Error	Beta			
<b>Model 1</b>					
(Constant)	45.129	2.625		17.189	.000
Quality of Human Resources	.203	.079	.234	2.561	<b>.012</b>
<b>Model 2</b>					
(Constant)	22.295	3.754		5.939	.000
Quality of Human Resources	.175	.065	.203	2.690	.008
Accountability	.526	.071	.560	7.432	<b>.000</b>
<b>Model 3</b>					
1 (Constant)	33.944	4.936		6.877	.000
Quality of Human Resources	.175	.120	.202	1.465	.146
Accountability	.238	.108	.253	2.212	.029
X3*Z1	.009	.003	.577	3.434	<b>.001</b>

a. Dependent Variable: Village Chief Performance

Based on the result present above, it is prove that in the hypothesis H6 the accountability is acting as a Quasi Moderator. It means that the quality of human resources variable (X3) affect the Village Chief Performance (Y) and it effect is strengthen if it is moderated by Accountability (Z1), thus H6 is accepted.

Table 5 shows the result from testing the 7th hypothesis (H7). This test is carried out by using the Moderated Regression Analysis (MRA)based on Sharma (1981) and Ghozali (2016) with the following steps:

X1 is regressed to Y, obtained the value of t-count from the variable of budget goal clarity is 4.724 with the significance level of 0.000 (< 0.05). It shows that there is a positive and significant effect from the variable of budget goal clarity on the Village Chief Performance variable (condition 1 is fulfilled because X1 has significant effect on Y).

X1 and Z2 are regressed to Y, obtained the value of t-count from the moderating variable that is commitment variable is 4.979 with significance level of 0.000 (<0.05). It shows that there is effect from the moderating variable that is Commitment on the criterion variable that is Village Chief Performance.

X1, Z2 and X1\*Z2 are regressed to Y, obtained the value of t-count from the interaction variable (multiplication variable between budget goal clarity and commitment) is 2.065with the significance level of 0.041 (<0.05). It shows that there is interaction between the interaction variable and the Village Chief Performance variable.

**Table 5. the Result of testing the H7 with Moderated Regression Analysis (MRA)**

	<b>Coefficients<sup>a</sup></b>					
	Unstandardized		Standardized		t	Sig.
	<u>Coefficients</u>	<u>Coefficients</u>	<u>Coefficients</u>	<u>Coefficients</u>		
B	Std. Error	Beta	Beta			
<b>Model 1</b>						
(Constant)	39.689	2.583			15.367	.000
Budget goal clarity	.241	.051	.406		4.724	.000
<b>Model 2</b>						
(Constant)	11.960	6.044			1.979	.050
Budget goal clarity	.238	.046	.402		5.150	.000
Commitment	.424	.085	.389		4.979	.000
<b>Model 3</b>						
1 (Constant)	-74.002	42.052			-1.760	.081
Budget goal clarity	1.980	.844	3.340		2.344	.021
Commitment	1.720	.633	1.578		2.717	.008
X1*Z2	.026	.013	3.184		2.065	.041

a. Dependent Variable: Village Chief Performance

Based on the result present above, it is prove that in the hypothesis H7 the organizational commitment is acting as a Quasi Moderator. It means that the budget goal clarity variable (X1) affects the Village Chief Performance (Y) and this effect is strengthen if it is moderated by organizational commitment (Z2), thus H7 is accepted.

Table 6 shows the result from testing the 8th hypothesis (H8). This test is carried out by using Moderated Regression Analysis (MRA) based on Sharma (1981) and Ghozali (2016) with the following steps:

X2 is regressed to Y, obtained the value of t-count from the variable of internal control systems is 4.049 with the significance level of 0.000 (< 0.05). It shows that there is a positive and significant effect from the variable of internal control systems on Village Chief (condition 1 is fulfilled because X2 has significant effect on Y).

X2 and Z2 are regressed to Y, obtained the value of t-count from the moderating variable that is commitment variable is 3.956 with significance level of 0.000 (< 0.05). It shows that there is effect from the moderating variable that is commitment on the criterion variable that is Village Chief Performance.

X2, Z2 and X2\*Z2 are regressed to Y, obtained the value of t-count from the interaction variable (multiplication variable between the internal control systems and commitment) is 2.246 with significance level of 0.027 (< 0.05). It shows that there is interaction between the interaction variable and the Village Chief Performance.

**Table 6. The Result of testing H8 with Moderated Regression Analysis (MRA)**

		Coefficients <sup>a</sup>				
		Unstandardized		Standardized		
		Coefficients		t	Sig.	
		B	Std. Error			Beta
<b>Model 1</b>						
	(Constant)	32.253	4.838		6.667	.000
	Internal Control Systems	.254	.063	.356	4.049	<b>.000</b>
<b>Model 2</b>						
	(Constant)	12.078	6.836		1.767	.080
	Internal Control Systems	.205	.060	.288	3.407	.001
	Commitment	.364	.092	.334	3.956	<b>.000</b>
<b>Model 3</b>						
1	(Constant)	23.938	8.543		2.802	.006
	Internal Control Systems	.044	.093	.062	.479	.633
	Commitment	.182	.122	.167	1.495	.138
	X2*Z2	.002	.001	.357	2.246	<b>.027</b>

a. Dependent Variable: Village Chief Performance

The results present above show that the organizational commitment is acting as a quasi moderator. It means that the effect of internal control systems (X2) on Village Chief Performance (Y) is stronger if it is moderated by organizational Commitment (Z2), thus H8 is accepted.

Table 7 shows the result from testing the 9th hypothesis (H9). This test is carried out by using Moderated Regression Analysis (MRA) based on Sharma (1981) and Ghazali (2016) with the following steps: X3 is regressed to Y, obtained the value of t-count from the quality of human resources variable is 2.561 with significance level of 0.012 (<0.05). It shows that there is a positive and significant effect from the quality of human resources variable on the Village Chief Performance variable (condition 1 is fulfilled because X3 has significant effect on Y). X3 and Z2 are regressed to Y, obtained the value of t-count from the moderating variable that is commitment variable is 4.396 with the significance level of 0.000 (<0.05). It shows that there is effect from the moderating variable that is commitment on the criterion variable that is Village Chief Performance. X3, Z2 and X3\*Z2 are regressed to Y, obtained the value of t-count from the interaction variable (multiplication variable between the quality of human resources commitment) is 2.105 with the significance level of 0.038 (<0.05). It shows that there is interaction between the interaction variable and the Village Chief Performance variable.

**Table 7. The Result of testing H9 with Moderated Regression Analysis (MRA)**

	Coefficients <sup>a</sup>		Standardized	t	Sig.
	Unstandardized				
	Coefficients	Std. Error	Coefficients		
	B		Beta		
<b>Model 1</b>					
(Constant)	45.129	2.625		17.189	.000
Quality of Human Resources	.203	.079	.234	2.561	<b>.012</b>
<b>Model 2</b>					
(Constant)	19.307	6.359		3.036	.003
Quality of Human Resources	.173	.074	.200	2.346	.021
Commitments	.408	.093	.375	4.396	<b>.000</b>
<b>Model 3</b>					
(Constant)	26.252	7.079		3.708	.000
Quality of Human Resources	.057	.131	.066	.437	.663
Commitment	.289	.108	.265	2.686	.008
X3*Z2	.004	.002	.345	2.105	.038

a. Dependent Variable: Village Chief Performance

With this result, it is proved that in the H9 there is **Quasi Moderation**. Quasi moderator is a variable that moderates the relationship between the independent variable and the dependent **variable** where pseudo-moderation variables interact with the independent variables as well as being independent variables. It means that the variable of quality of human resources (X3) affects the Village Chief Performance (Y) and the effect is stronger if it is moderated by Commitment (Z2), thus H9 is accepted.

## Discussions

This study is succeeded to prove that the Budget goal clarity affects the performance of village chiefs in Kuantan Singingi Regency (H1). If the village chief has set a clear budget goal, that was design based on the vision and mission of the village, so the performance of village will be easier to measure and also village fund will be spending effectively and efficiently. When the village chief has a measured village development direction and flow, so the results achieved will be more right on target. This will have implications for improving the performance of village chiefs in a positive direction. The results of the first hypothesis testing support the Putra's research (2013) which found that Budget goal clarity had a significant positive effect on managerial performance of Regional Work Units (SKPD). This result is also supported by the research by Darma (2004).

The Internal Control System affects the performance of village chiefs in Kuantan Singingi Regency (H2). It shows that the internal control system has a positive contribution in improving the performance of village chiefs. A good internal control system in a government will be able to create a good overall process of activities so that it will provide sufficient confidence to create security of state assets and the reliability of government financial reporting. Weak internal control within an organization, especially the government will affect the detection of fraud or mismatch in the accounting process so that the data obtained becomes incompetent. The internal control system will help the realization of the performance

performed by the village apparatus in a positive direction. The results of the second hypothesis testing support the research conducted by Darma (2004) and Putri (2018).

The quality of human resources has been proven to affect the performance of village chiefs in Kuantan Singingi District (H3). It shows that the quality of human resources has a positive contribution in improving the performance of village chiefs. Human resources who are competent, have good skills or abilities will improve the performance of the village chief himself. Major changes have given a new approach to regional financial management related to the budgeting system, both the budgeting process and the form as well as the structure of the APBD. The changes also consist of the accounting part, such as the accounting system and recording procedures, documents and forms used, authorization functions for the purpose of the internal control system, as well as reports and supervision. These changes require support from qualified human resources, because this is the basis so that the functions can be carried out properly within a government organization. Likewise for the village government. The results of the third hypothesis testing support the research from Rulyanti (2017) which revealed that human resources had a significant positive effect on village government performance. This result is in line with research by Fahdi (2015) and Putri (2018).

This research succeeded in proving the effect of Budget Goal Clarity on the performance of village chiefs in Kuantan Regency and this effect will be stronger if moderated by Accountability (H4). It shows that a village chief who is an accountable person has a sense of responsibility for every action, decision and policy he makes. The target of budget that was set will be clearer which will later help the village chief in plotting the targets. The strong of accountability attitude own by village chiefs will make clear and precise budget targets so that the implementation can be accounted for. The results of this study concluded that accountability can strengthen the relationship between the budget target clarity and the performance of village chiefs in Kuantan Singingi Regency. This finding support Khumaidah (2018) which concluded that accountability is able to moderate the relationship between the budget target clarity on the performance.

This study proved that the effect of the Internal Control System on the performance of village chiefs in Kuantan Singingi Regency to be stronger if moderated by Accountability (H5). This shows that when a village chief has a high degree of accountability to run an internal control system in his village, internal control in the village will be stronger so that the chances of fraud or fraud will be smaller. The decline in fraud will improve the performance of village chiefs. With the support of good accountability, an adequate internal control system will produce a quality village chief performance.

The results of this study prove that the effect of Quality of Human Resources on the performance of village chiefs in Kuantan Singingi Regency is become strengthen if moderated by Accountability (H6). The quality of human resources can be seen from various factors such as educational background, competence, skills or abilities, and insight. Organizations or government agencies are need to place "the right man on the right place". It can be inferred that organizational functions must be filled by people who have competencies related to their tasks for which as their responsible. Competence without accountability is incomplete. The requirement to win the competition at this time is employees who have competence and are responsible for the tasks they carry. Someone who has competence or skill will not give the best results if it is not accompanied by a sense of responsibility for his work.

The results of this research prove that the effect of the Budget goal clarity on the performance of village chiefs in Kuantan Singingi Regency is strong if it is moderated by the Organizational Commitment (H7). It shows that a village chief who has a high commitment to the organization will do every action, decision, and policy, and also set the target of budget to be clearer which will later be possible to be achieved. Where with the commitment they have, the village chiefs will make a clear and precise budget targets based on their own awareness.

A clear target will provide the right target achievement which will have implications for improving the performance of the village chief. The results of the research concluded that organizational commitment can strengthen the effect of the budget goal clarity on the performance of village chiefs in Kuantan Singingi Regency. These results also support previous study that conducted by Hanifah (2005) which concluded that organizational commitment is able to moderate the relationship between the budget targets clarity and control systems on the performance.

This study is succeeded to prove the effect of the Internal Control System on the Village Chiefs Performance in Kuantan Singingi and this affect can be stronger if moderated by Organizational Commitment (H8). The internal control system is designed to direct and oversee an organization's resources in achieving its goals and plays an important role in the prevention and detecting the occurrence of fraud. Therefore, with the existence of a strong organizational commitment in an organization, so the objectives of the internal control system will be implemented well which will provide sufficient confidence of effectiveness and efficiency in governing the organization. It also can avoid irregularities, increase the reliability of financial reporting, securing assets as well as adherence to laws and regulations.

This study succeeded in proving the effect of budget goal clarity on the performance of the village chief in Kuantan Singingi Regency and this affect will be stronger if moderated by the Organizational Commitment (H9). With a strong organizational commitment, it will provide a sense of ownership of village chiefs toward the village, and with this kind of sense of belonging, the village chief will try harder to realize the targeted budget and therefore the performance of village chief will be increased.

### **Conclusion, Implication and Recommendation**

Based on the results discussed above several conclusions can be taken. Firstly, this study is successfully proved that budget goal clarity, internal control systems and the quality of human resources have a direct effect on the performance of village chiefs in Kuantan Singingi Regency.

Secondly, this study is also successfully proved the moderating role of accountability in strengthening the effect of budget goal clarity, internal control systems, and the quality of human resources on the village chief performance in Kuantan Singingi Regency. Lastly, this study is successfully proved the moderating role of commitment in strengthening the effect of budget goal clarity, internal control systems, and the quality of human resources on the village chief performance in Kuantan Singingi Regency.

This study proved that budget goal clarity, internal control systems and the quality of human resources positively affect the performance of village chiefs. Results suggest that that the improvement of village chief's performance can be achieved if the village chief always tries to make a clear budget goal and strengthen the internal control system in his village. Beside, village chief continue to improve his skill and ability through many ways such as attending training, developing self-competence or actively discussing with another village chief to increase his insight. In addition, the village chief must understand that high accountability in its implementation can affect his performance improvement in the village. When the village chief has a sense of responsibility (accountability) for his duties and functions as a leader, the budget targets made will be clearer and right on target so that the implementation can be accounted for. Someone who has competence or skill will not give the best results if not accompanied by a sense of responsibility. Furthermore, the village chief must also understand that high commitment will improve the performance. Competence without a high commitment will not give the results targeted by the organization. When human resources with high quality but do not committed to the organization, so no sense of belonging to the work will happen. So what is done will not be fully successful.

Even though, this study has succeeded in proving all of the hypotheses proposed, future study can broaden this study by adding more variables such as culture, leadership style and so on and also try to look another possible moderating or mediating variables. Since this study was conducted only in one regency in Riau Province, the results cannot be generalized to other village chiefs outside Kuantan Singingi Regency. Therefore, to increase the generalization of this study, broadens the sample of the future study is suggested.

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