



## ANALYSIS OF FACTORS AFFECTING THE PERFORMANCE OF REGIONAL FINANCIAL MANAGEMENT IN NORTH TORAJA DISTRICT

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### Abstract:-

This study aims to test and analyze the analysis of the factors that influence the performance of regional financial management in North Toraja Regency. This research was conducted within the scope of the government of North Toraja Regency, South Sulawesi Province, namely the North Toraja Regent Office for 3 months effectively. The sample of this research is officials and employees of financial management, especially those who are technically directly related to financial management at 21 offices, 6 agencies, 2 offices, regional secretariats, Regional People's Representative Assembly (RPR) secretariats and 21 districts so that the total sample is 52. The data used in this study are Primary data is data obtained by conducting observations and interviews with various parties who are considered to be related to the data required in the discussion of the performance of regional financial management in North Toraja Regency. The method for data analysis used is multiple linear regression analysis method. Multiple linear regression analysis. The data analysis technique used in this study is to use quantitative analysis.

**Keywords:** facilities and infrastructure, human resources, budget, systems and procedures and financial management

### Introduction:-

Based on Law Number 32 of 2004 concerning regional government and Law no. 33 of 2004 concerning the financial balance between the central and regional governments, becomes the starting point for regional autonomy. Regional autonomy (otoda) is the authority of an autonomous region to regulate and manage the interests of the local community according to their own initiative based on the aspirations of the community in accordance with statutory regulations. The financial balance between the central and regional governments is equalization between regions in a proportional, democratic, fair and transparent manner by taking into account the potentials, conditions and needs of the regions in line with these obligations and division of authority, including financial management and supervision. This obligation can be fulfilled if the regional government able to manage the potential of the region, namely the potential of natural resources, human resources, and potential financial resources optimally. Regional performance which is the main goal of implementing regional autonomy is basically a manifestation of good governance in local government organizations.

Local government budget (LGB) is the main policy instrument for local governments. As a policy instrument, the LGB supports a central position in efforts to develop the capability and effectiveness of local governments. LGB can be used as a tool to determine the amount of income and expenditure, help decision-making and development achievement, future expenditure authority, a source for developing standard measures for performance evaluation, a tool to motivate employees and a coordination tool for all activities. from various work units. The success of the North Toraja Regency government in managing regional finances as in other regions can be seen through the achievements of the opinions given by the Supreme Audit Agency (SAA) on financial reports. For the success of the North Toraja Regency government, the government through the SAA expressed an Unqualified opinion until 2019 for the fourth time. Based on the annual financial accountability audit of the Financial Audit Board of RGFS (Regional Government Financial Statements) which states financial management is in accordance with government accounting standards, as well as compliance with applicable rules or regulations. However, the Provincial Government of South Sulawesi hopes that a financial work process will be developed by strengthening the collaborative pattern between provincial governments and local governments to optimize budget allocation on target.

The demand for measuring the financial performance of local governments needs to be done because of problems that occur in regional financial management, namely, the high proportion of the budget for indirect expenditure, such as employee salaries, rather than direct expenditure, whether in the form of public service funds or investment funds that are directly related to the objectives. organization, resulting in low government performance value in the eyes of the community. Regional government financial performance is the level of achievement of a work result in regional finance which includes regional revenues and expenditures using financial indicators that are determined through a policy or statutory provision during one budget period. The form of performance measurement is in the form of financial ratios that are formed from the element of responsibility of the Regional Head in the form of Local government budget calculations (Patriati, 2010).

The financial performance of local governments has been in the public spotlight since the introduction of reforms which opened up opportunities for the wider community to voice their opinions. A local government is required to be able to use the funds it has carefully so as to be able to produce public services in accordance with the minimum standards of quality of service provided to the community. According to Mardiasmo (2007) government performance is a matter of focus of attention in the management of state finances. What is meant by government performance is how the regional government tries to obtain and use funds in carrying out development of the region concerned. Therefore, government performance needs to be measured so that a statement of the success of the local government can be provided and improvements can be identified if necessary.

Management of the financial performance of North Toraja Regency in 2014 won a Qualified opinion. Qualified opinion on the management of regional financial performance shows that government officials are still weak in managing their finances and there are still many unresolved problems, one of which is: assets and other asset balances. In essence, the SAA's constitutional role as an examiner is sufficient by providing recommendations for the improvement of the accounting system, management and accountability of state finances and encouraging the creation of good governance, proactively encouraging acceleration, development of the accounting system and management of state finances.

There are several factors or elements that are closely related to performance. Ruki (2001) states that several factors or elements in performance management are facilities and infrastructure, work processes or work methods, human resource capabilities, work passion, human resource motivation, and the quality of raw materials and supporting materials. In addition, management principles include elements consisting of human (human), money (money / capital), method (method / procedure / working method), machine (machine / equipment), market (market). ), then humans play an important role in achieving organizational goals. All elements of the organization require human intervention in its operations. Other elements of the organization are complementary or supporting elements of human performance itself.

Regarding money (money / capital / funds) Soedjadi (in Adisasmita, 2009) said that any activity (government operational or non-operational) will not be carried out properly if there is no money / funds or sufficient budget. If humans are seen as the most important input factor in management for the implementation of managerial, operational and non-operational activities, then the availability of a budget or cost is also a determining input for the realization of these activities to achieve concrete results as well.

Facilities and infrastructure as supporting and other supporting factors in performance management are also very important (Moenir, 1995) because they can speed up the work implementation process so that it can save time, work better and guaranteed quality, and increase productivity. The problem of human funding sources (apparatus), both in terms of quality and quantity, is clearly not disadvantaged anymore, only one of the indicators that affect the performance of each organization and other influential indicators are closely related and related to organizational performance in general.

Several studies such as (Hasibuan, 2006 and Maswani 2010) emphasize the importance of observing factors of budget availability, work methods or procedures, human resources, work motivation and organizational commitment to financial management performance. Budget instruments cannot be seen only from the side of a large budget but also It could be that the performance of the organization is low because it is influenced by too much budget for each activity of the organization or also improper management. The results of Warisno's (2009) study indicate that there is an influence on the quality of human resources, communication on SKPD performance in the context of regional financial management, however, supporting facilities do not have a significant effect on SKPD performance. In that, this study shows that Organizational Commitment has no significant effect. significant to SKPD Performance.

## **Literature Review:-**

### **Regional Financial Management**

Regional financial management is all activities that include planning, implementation, administration, reporting, accountability and supervision of regional finances. Local government budget (LGB) is an annual regional government financial plan discussed and agreed upon by the regional government and DPRD, and stipulated by regional regulations.

Government Regulation Number 58 of 2005 concerning regional financial management defines regional finance as all regional rights and obligations in the context of implementing regional government that can be valued in money, including all forms of wealth related to the rights and obligations of the region. The area here is a regional government which is an autonomous region based on statutory regulations. This autonomous region consists of the provincial government, district

government and city government. Because local governments are part of the (central) government, regional finances are an inseparable part of state finances.

### **Definition of Performance and Accountability**

Performance is defined as the measured activity of an entity during a certain period as part of the measure of job success (Contemporary Management Accounting Dictionary, 1994). Furthermore, measurement or performance measurement is defined as a financial and non-financial indicator of a job performed or the results achieved from an activity, a process or an organizational unit. Performance measurement is a form of accountability, where a higher assessment is a guide that must be fulfilled, performance measurement data can be a further program improvement.

According to Sedarmayanti (2003), performance is defined as the result of a worker, a management process or an organization as a whole, where the work results must be measured in comparison with predetermined standards. According to Gasperz (in Adisasmita, 2009), performance is the provision of productive, effective, efficient and quality services in the form of continuous control from government management so as to improve the smoothness and determination of the implementation of government and development tasks.

According to Widjaya (in Adisasmita, 2009), performance is employee achievement and future professional development is carried out systematically and formally. According to Mustopodidjaya (in Adisasmita, 2009), performance is a description of the level of achievement of an activity / program / policy in realizing goals, objectives, mission and vision of the organization. Ruki (2001) states that performance management actually has a bigger scope. When the program is implemented, it is comprehensive and considers all parts / functions of an organization (organizing wide). There are several elements in performance management including facilities and infrastructure, work processes or work methods, human resource capabilities, work passion, human resource motivation, and quality of raw materials and supporting materials.

The definition of performance is based on Permendagri No. 21 of 2011 is the result of activities that will be or have been achieved in connection with the use of the budget with measured quantity and quality. Activities as part of achieving measurable goals in an implemented program.

Performance Accountability of Government Agencies is the embodiment of the obligation of a government agency to be accountable for the success and failure of the organization's mission in achieving the goals and objectives that have been set through a periodic accountability system. Mustopodidjaya defines the performance accountability system of government agencies as an instrument of accountability for the success and failure of the main tasks and functions and contents of the organization. Meanwhile, the assessment report on the performance of government agencies is an accountability medium that contains information on the performance of government agencies and is useful.

### **Regional Financial Performance Indicators and Measurement**

Performance measurement is a process of comparing performance carried out by comparing realization with planned targets in accordance with statutory regulations. Performance measurement is carried out after the implementation of activities in accordance with the determination of performance in the planning document. The results of performance measurement which are complemented with analysis and evaluation of the performance achievements are presented and the performance reports. Based on Government Regulation Number 39 of 2006 concerning procedures for controlling and evaluating the implementation of development plans, it requires every operator both at the central and regional levels to take measurements regarding physical and financial realization.

Performance measurement is not intended solely to act as a mechanism that provides rewards and punishments, but also acts as a communication tool and management tool to improve organizational performance.

Measurement of financial performance is the level of achievement of a work result in regional finance which includes regional revenues and expenditures using financial indicators that are determined through a policy or statutory provision during a budget period. The form of performance measurement is in the form of financial ratios formed from the elements of the report. The accountability of the regional head is in the form of calculation (APBD). Measurement of financial performance helps local government officials determine the level of achievement of objectives, and it also helps citizens to evaluate whether the level of government services is equivalent to the money they spend on these services.

### **Facilities and infrastructure**

In the Regulation of the Minister of Home Affairs Number 7 of 2006 concerning the standardization of local government work facilities and infrastructure, it is stated that working facilities are facilities that directly function as a support for the implementation of regional government in achieving the set targets, including: office space, work equipment, and official vehicle. Work infrastructure is a facility that indirectly functions to support the implementation of an apparatus work process in improving performance in accordance with their duties and responsibilities, such as office buildings, office houses and agency houses.

Performance support facilities and infrastructure may include availability, quality and quantity. Work facilities and infrastructure for the organization are intended and aimed at: (a) Smooth work processes; (b) Smooth internal and external relations between officials / employees; (c) Facilitate communication; (d) Smooth supervision and security duties; (e) Facilitate the safeguarding of archives and documentation; (f) Safety, security, physical and spiritual health; (g) Freedom to move in a healthy and orderly manner; (h) Healthy light and ventilation both day and night; (i) Arrangements with aesthetic value; (j) Employee welfare; (k) Possible development of part of the office for changes according to the development of volume / workload and organizational structure.

The achievement of each of the goals and objectives of the organization effectively and efficiently cannot be separated from the role of the availability of facilities and infrastructure. Facilities and infrastructure for carrying out work can save time, then can improve employee performance.

### **Human Resources**

Among other resources such as sources of funds, facilities and infrastructure, human resources are the most important factor because humans are the ones who carry out the work. This is in line with the opinion of Luisser and Robert (in Rahardjo, 2009). Such is the importance of the position of human resources in achieving organizational goals, so that the largest part of the attention, time, and energy of the leadership of the organization is preoccupied with human problems which are very complex and sensitive to solve.

### **Source of Funds and Financing (Budget)**

Regarding the source of funds (Adisasmita, 2009), he argues that any activity (government operational or non-operational) will not be carried out properly if there is no sufficient budget or budget. If humans are seen as the most important input factor in management for the implementation of managerial, operational and non-operational activities, then the availability of a budget (costs) is also a determining input for the realization of these activities to achieve concrete results as well.

This opinion shows that the cost factor as an input in supervisory activities is an important factor after the human factor, the cost source is the driving force of the activity while humans are the controller, so that without being supported by adequate sources of funds, supervision cannot be moved effectively which in turn affects performance. organization.

The same opinion was also stated by Mardiasmo (2002) that as a policy instrument, Local government budget occupies a central position in efforts to build the capability and effectiveness of local governments. Local government budget is used as a tool to determine the amount of income and expenditure, assist in decision making and development planning, authorization of future expenditures, a source for developing standard measures for performance evaluation, a tool for motivating employees, and a coordination tool for all activities. from various work units. Based on the above opinion, it is proper if the budget is one of the important elements in an organization. The use of a budget can be a tool used to measure the level of performance of an organization.

### **Work Systems and Procedures**

The system referred to in this case is the system as a method. One of the definitions of the system formulated by Murdick and Ross (Amirin, 1996), is:  
“A system is a set of elements forming an activity or a processing procedure/scheme seeking a common goal or goals by operating on data and/or energy and/or matter in a time reference to yield information an/or energy and/or mette“.

The formulation of this definition can be interpreted as a collection of elements that carry out an activity or compile a scheme or procedure for carrying out a processing activity to achieve something or several goals, and this is done by managing data and / or energy and / or goods (objects) in a certain period of time in order to produce information and / or energy and / or goods (objects).

From the above understanding, it shows a relationship that is relevant to the subject matter where procedures are closely related to service quality, time and a series of tasks which as a whole is a chronological sequence and a defined way of carrying out a job. It is still used by public organizations that every procedure plays an important role in order and discipline that runs systematically.

### **Results:-**

#### ***Description of Research Results***

This study aims to test and analyze the analysis of the factors that influence the performance of regional financial management in North Toraja Regency. This research was conducted within the scope of the government of North Toraja Regency, South Sulawesi Province, namely the North Toraja Regent Office for 3 months effectively. The sample of this research is officials and employees of financial management, especially those who are technically directly related to financial management at 21 offices, 6 agencies, 2 offices, regional secretariats, DPRD secretariats and 21 districts so that the total sample is 52. The data used in this study are Primary data is data obtained by conducting observations and interviews with various parties who are considered to be related to the data required in the discussion of the performance of regional financial management in North Toraja Regency. The method for data analysis used is multiple linear regression analysis method. Multiple linear regression analysis. The data analysis technique used in this study is to use quantitative analysis. The variables used in this study are the Performance of Regional Financial Management (Y), Facilities and Infrastructure (X1), Human Resources (X2), Budget (X3), Work Systems and Procedures (X4),

### **Results:-**

#### **Description of Research Results**

### Validity and Reliability Test Results

Public attention to government performance in financial management is not something new in the framework of regional financial management reform. Community contributions through the payment of local taxes and levies are strong reasons to criticize any use of funds by the government. Every local government is required to be able to use the funds they have carefully so as to be able to produce public services in accordance with the minimum standards for the quality of services provided to the community. This study aims to explain the performance of the North Toraja Regency government in financial management by relating it to facilities and infrastructure, human resources, budgets and work systems and procedures. In the previous section it has been suggested that the research data was collected using a questionnaire. The results of the validity and reliability tests on all indicators are shown in Table 1

**Table 1 Results of validity and reliability tests**

No	Variables and Indicators		Score	
			validity	reliability
1	Facilities and infrastructure(X <sub>1</sub> )			0,71
	X <sub>1,1</sub>	The comfort of the building and work space	0,62	
	X <sub>1,2</sub>	Office facility support	0,80	
	X <sub>1,3</sub>	Work room atmosphere	0,79	
	X <sub>1,4</sub>	HR capabilities	0,73	
	X <sub>1,5</sub>	The leadership's attention	0,81	
2	Human Resources (X <sub>2</sub> )			0,72
	X <sub>2,1</sub>	Availability of suitable human resources	0,87	
	X <sub>2,2</sub>	DIKLAT conformity with the field of work	0,73	
	X <sub>2,3</sub>	HR ability to respond to change	0,71	
	X <sub>2,4</sub>	knowledge sharing for HR	0,81	
	X <sub>2,5</sub>	Human resource commitment in the field of duty	0,66	
3	Budget (X <sub>3</sub> )			0,78
	X <sub>3,1</sub>	Budget allocation	0,67	
	X <sub>3,2</sub>	Budget availability	0,79	
	X <sub>3,3</sub>	Budget realization	0,79	
	X <sub>3,4</sub>	Suitability of budget with needs	0,75	
	X <sub>3,5</sub>	The ability of financial managers to solve problems	0,82	
4	Work Systems and Procedures (X <sub>4</sub> )			0,62
	X <sub>4,1</sub>	The suitability of the implementation of activities with sisdur	0,53	
	X <sub>4,2</sub>	Ease of applying sisdur	0,88	
	X <sub>4,3</sub>	Suitability of duties and functions	0,86	
	X <sub>4,4</sub>	Sisdur makes work easier	0,65	
	X <sub>4,5</sub>	Sisdur helps complete work	0,73	
Y	Financial Management Performance (Y)			0,58
	Y <sub>1</sub>	Priority for using budget	0,58	
	Y <sub>2</sub>	Programs and activities are always planned	0,52	
	Y <sub>3</sub>	Programs and activities are always administered	0,81	
	Y <sub>4</sub>	Programs and activities are always accounted for on time	0,89	
	Y <sub>5</sub>	Programs and activities are always jointly supervised	0,81	

Source: Data processed, 2020

The validity test was conducted to determine whether the instrument of each variable met the validity requirements by using the Pearson product moment. If the correlation coefficient value is greater than 0.5, then the instrument is declared valid (Sugiyono, 2007). By using an acceptance limit (correlation value) of 0.5, the dependent and independent variable indicators are declared entirely valid as in Table 1.

Testing of indicators and variables is also carried out through reliability which is intended to see the consistency of respondent responses to question items. In this study, the reliability test used Cronbach's alpha coefficient. The test results are declared reliable if the value is greater than 0.6. The results of the reliability test for each variable are also shown in Table 1.

### Multiple Linear Regression Analysis Test

By using the data analysis program tool SPSS Version 25, the regression coefficient value for each variable which includes facilities and infrastructure, human resources, budget, and work systems and procedures can be explained as follows:

Table 2: Results of regression calculations

Model		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.668	1.957		.342	.734		
	Facilities and infrastructure	.192	.081	.205	2.365	.022	.725	1.379
	Human Resources	.213	.082	.248	2.598	.012	.596	1.676
	Budget	.172	.081	.184	2.133	.038	.732	1.366
	Work Systems and Procedures	.428	.082	.475	5.201	.000	.653	1.530

a. Dependent Variable: Financial Management Performance

Source: Data processed, 2020

Based on the results of the print out of SPSS Version 25, the coefficients in the regression calculations above are obtained, the regression equation is as follows:

$$Y = 0,668 + 0,192X_1 + 0,213X_2 + 0,172X_3 + 0,428X_4$$

The multiple linear regression equation above can be interpreted as follows:

1. The multiple linear regression formula above is obtained a constant value of 0.668, which means that if the score includes facilities and infrastructure, human resources, budget, and work systems and procedures, the value is constant, the increase in the performance of regional financial management in North Toraja Regency has a constant value. a value of 0.668.
2. The regression coefficient value for facilities and infrastructure (X1) is 0.192 which means that there is a positive and significant influence of facilities and infrastructure on the performance of regional financial management in North Toraja Regency of 0.192 so that if the score of facilities and infrastructure increases by 1 point, it will be followed by an increase in the management performance score. regional finance by 0.192 points.
3. The regression coefficient of human resources (X2) is 0.213 which means that there is a positive and significant influence of human resources on the performance of regional financial management in North Toraja Regency of 0.213 so that if the human resource score increases by 1 point it will be followed by an increase in the management performance score. regional finance amounted to 0.213 points.
4. The budget regression coefficient (X3) of 0.172 means that there is a positive and significant influence of the budget on the performance of regional financial management in North Toraja Regency of 0.172 so that if the budget score increases by 1 point it will be followed by an increase in the regional financial management performance score of 0.172 points.
5. The regression coefficient value of work systems and procedures (X4) is 0.428, which means that there is a positive and significant effect of work systems and procedures on the performance of regional financial management in North Toraja Regency of 0.428 so that if the score of work systems and procedures increases by 1 point it will be followed by an increase. regional financial management performance score of 0.428 points.

### Dominant Testing (Beta Test)

Beta test is to test the independent / independent variables (X) which has the most dominant influence on the dependent / independent variable (Y) by showing the variable that has the highest standardized beta coefficient. Based on the results of data processing using SPSS 25, it can be seen in the following table:

Table 3 Beta test results

Model		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	.668	1.957		.342	.734		
	Facilities and infrastructure	.192	.081	.205	2.365	.022	.725	1.379
	Human Resources	.213	.082	.248	2.598	.012	.596	1.676
	Budget	.172	.081	.184	2.133	.038	.732	1.366
	Work Systems and Procedures	.428	.082	.475	5.201	.000	.653	1.530

a. Dependent Variable: Financial Management Performance

Source: Data processed, 2020

Based on the results of the standardized beta value, it is known that from the variables which include facilities and infrastructure, human resources, budget, and work systems and procedures, the ones that have the greatest influence on the performance of regional financial management in North Toraja Regency are system variables and work procedures. (X4) of 0.475 or 47.5%. This study also found the magnitude of the influence of the independent variables on the dependent variable which can be seen from the value of the coefficient of determination (Adjusted R square) and can be seen in the following table:

Table 4 Results of the determination test

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.863 <sup>a</sup>	.744	.723	.428	1.442	

a. Predictors: (Constant), Work Systems and Procedures, Facilities and Infrastructure, Budget, Human Resources

b. Dependent Variable: Financial Management Performance

Source: Data processed, 2020

The value of the coefficient of determination (Adjusted R square) is 0.723 which means that the independent / independent variable (X) which includes facilities and infrastructure, human resources, budget, and work systems and procedures contributes to variations in the performance of regional financial management in Toraja Utaras Regency by 72, 3%, while the remaining 27.7% is influenced by other variables not included in this study.

### Discussion:-

#### The Influence of Facilities and Infrastructure on Regional Financial Management Performance

The result of statistical testing shows that tcount of 2.365 is greater than t table of 1.998, which means that the facilities and infrastructure variables have a positive and significant impact on the performance of regional financial management in North Toraja Regency, thus the hypothesis is accepted. This means that an increase in facilities and infrastructure will improve the performance of regional financial management, and vice versa, a decrease in facilities and infrastructure will reduce the performance of regional financial management.

The results of this study are in line with the theory of Resource Based View (RBV) developed by Barney (1991). The resource-based view developed by Barney (1991) is one of the perspectives that has contributed greatly to various research and strategic management studies. Barney developed RBV. is one of the perspectives that has contributed greatly to various research and strategic management studies. In RBV's view, to improve organizational performance such as regional financial management, it is necessary to support organizational resources, both physical and non-physical. Physical resources are also known as facilities and infrastructure.

#### The Influence of Human Resources on the Performance of Regional Financial Management

Human resource competencies include their capacities, namely the ability of a person or individual, an organization (institutional), or a system to carry out their functions or authority to achieve their goals effectively and efficiently (Mardiasmo, 2002).

Through hypothesis testing, it is shown that the tcount of 2.598 is greater than the t table of 1.998, which means that the human resource variable has a positive and significant influence on the performance of regional financial management in North Toraja Regency, thus the hypothesis is accepted. This means that an increase in human resources will improve the performance of regional financial management, and vice versa, a decrease in human resources will reduce the performance of regional financial management.

This study also supports research conducted by Kamoche (1997) which found the influence of human resources on



organizational performance in the public sector. In Kamoche's (1997) research, it was explained that public sector reform in Africa (research location) should be carried out with a focus on human resource management, especially skills management through the creation of competent human resources. Competency creation is not only important for individual organizations because it increases the productivity of employees or labor, but is also beneficial at the national level because it leads to a general increase in the quality of skills.

### **Effect of Budgeting on the performance of Regional Financial Management**

Through hypothesis testing, it is shown that the tcount of 2.133 is greater than the t table of 1.998, which means that the budget variable has a positive and significant effect on the performance of regional financial management in North Toraja Regency, thus the hypothesis is accepted. This means that an increase in the budget will increase the performance of regional financial management, and vice versa, a decrease in the budget will reduce the performance of regional financial management. The results of this study are in line with the opinion of De Vries et., Al (2019) which explains that the budget as a financial operation plan must be real and accurate, and includes at least comparisons of each period (between years), financial performance indicators to be budgeted at a certain time, containing an indication of performance. with a statistical approach (unit cost, measure of service output), and projections of future operational costs from the investment budget. In the meantime, a budget that is arranged regularly will be able to encourage the achievement of performance for the organization.

### **The Effect of Work Systems and Procedures on the Performance of Regional Financial Management**

Through hypothesis testing, it is shown that the tcount of 5.201 is greater than the t table of 1.998, which means that the system and work procedure variables have a positive and significant effect on the performance of regional financial management in North Toraja Regency, thus the hypothesis is accepted. This means that improving work systems and procedures will improve the performance of regional financial management, and vice versa, decreasing work systems and procedures will reduce the performance of regional financial management. The results of this study are in line with the concept put forward by Mulyadi (2008). A system is a group of elements that are closely related to each other, which function together to achieve certain goals. The objective in this context is the efforts of the North Toraja Regency Government in realizing the performance of regional financial management in accordance with statutory regulations. The procedure is nothing but a sequence of clerical activities, usually involving several people in one or more departments, designed to ensure uniform handling of transactions that occur repeatedly (Mulyadi, 2008)

### **The Influence of Facilities and Infrastructure, Human Resources, Budget, and Work Systems and Procedures on the Performance of Regional Financial Management**

Referring to the findings in this study that each dependent variable has a significant effect on the performance of regional financial management. In making policies to improve and develop the performance of regional financial management, all variable components can be used as triggers or determinants.

However, an increase in the performance of regional financial management can also be improved by using the dependent variables together as confirmed by the results of statistical calculations. Because the value of Fcount is 30.153, it means that the independent / independent variable (X) which includes facilities and infrastructure, human resources, budget, and work systems and procedures simultaneously affects the performance of regional financial management in Toraja Utabia Regency can be said to be significant because the test shows that the result of Fcount = 34.212 is greater than F table = 2.751 or it can be said that Ho is rejected and Ha is accepted.

The value of the coefficient of determination (Adjusted R square) is 0.723 which means that the independent / independent variable (X) which includes facilities and infrastructure, human resources, budget, and work systems and procedures has a contribution to the performance of regional financial management in Toraja Utabia Regency by 72 , 3%, while the remaining 27.7% is influenced by other variables not included in this study.

### **Conclusion:-**

Based on the results of the analysis in this study, the following conclusions can be drawn:

1. Facilities and infrastructure affect the performance of regional financial management. This means that the more comfortable the building and work space is, the more it supports office facilities in completing work, the more comfortable the atmosphere of the office work space supports the completion of work, the better the performance of regional financial management. In addition, the performance of regional financial management can also be improved if the human resources of the apparatus do not have obstacles in operating the facilities and SKPD leaders always pay attention to the development of office facilities in accordance with developments.
2. Human Resources affect the performance of regional financial management in North Toraja Regency. This means that the more available human resources for regional financial management apparatus according to the needs, the more appropriate the training that is followed by the HR of regional financial management apparatus with their respective fields of duty, the more the regional financial management human resources of each SKPD have the ability to accept changes in applicable regulations, the more human resources are managing regional finances every time. SKPDs always share knowledge with others, and the more human resources in regional financial management of SKPD prioritize their main tasks and functions compared to others,



the better the performance of regional financial management.

3. The budget affects the performance of regional financial management in North Toraja Regency. This means that the performance of regional financial management in North Toraja Regency increases by allocating budgets for the implementation of activities always in accordance with the Budget Implementation Documents, providing available budgets to complete each activity, budget realization for activities according to planning, budget preparation according to needs, and financial managers are able solve existing problems.

4. Systems and procedures affect the performance of regional financial management in North Toraja Regency. This means that to improve the performance of regional financial management, activities must refer to the systems and work procedures that have been established, the systems and procedures applied are very easy to understand, the tasks and jobs assigned are always in accordance with their respective duties and functions, systems and procedures are never hampers the completion of work, and the systems and procedures implemented help the completion of the work.

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