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The Influence of Budget Participation, Accountability, Transparency and Organizational Culture As Moderating Variable on Financial Performance

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Abstract:

The purpose of the study was to test and analyze the effect of budget participation, accountability and transparency on the financial performance of BPSDMD Central Java Province. To test and analyze the organizational culture moderates the influence of budget participation, accountability and transparency on the financial performance of BPSDMD Central Java Province. The population in this study were employees at the Regional Human Resources Development Agency of Central Java Province, totaling 200 people. The sample in this study were employees of the Regional Human Resources Development Agency of Central Java Province. Sampling with purposive sampling technique. Determination of the number of samples using the Slovin formula obtained a sample of 133 respondents. The data collection method used a questionnaire. Data analysis using linear regression analysis. Based on the results of the study, it can be concluded that budget participation, accountability and transparency have a positive and significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province. Organizational culture does not moderate the effect of budget participation and transparency on financial performance at the Regional Human Resources Development Agency of Central Java Province. Organizational culture moderates the effect of accountability on financial performance at the Regional Human Resources Development Agency of Central Java Province.

***Keywords**: Budget Participation; Accountability; Transparency, Organizational Culture, Financial Performance.*

1. Introduction

The management and accountability of regional finances have been stipulated in Government Regulation Article 4 No.105 of 2000 which emphasizes that regional financial management must be carried out in an orderly manner, obeying applicable laws and regulations, efficient, effective, accountability, transparent, participation and responsibility with due regard for justice and compliance. If regional financial management is carried out properly in accordance with established regulations, it will certainly improve the performance of the government itself. This agrees with Tarima

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and Jamaluddin (2022) several factors that can affect financial performance include accountability, transparency, and budget participation.
Performance measurement is used as a basis for conducting performance appraisals, namely to assess the success or failure of an organization or program and activities. Performance measurement consists of the activity of documenting the implementation process consisting of processes and activities carried out to convert inputs (resources used during activities) into outputs (goods and services produced from an activity). A good budgeting process is one that involves many parties. Organizations/companies/agencies often include middle and lower-level section heads or section heads in the budgeting process. The participation of the section heads or section heads is very important in an effort to motivate subordinates to participate in achieving goals. Participation allows for better communication, interaction with each other and teamwork to achieve organizational goals. In addition, if the section head or section head participates in the preparation of the budget, there will be a match between the manager's goals and the company's goals *(goal congruence).* Thus, the section head or section head will try harder and take more initiative to achieve the budget that has been set. With budget participation, the financial performance of the organization will be better. Previous research on the effect of budget participation on financial performance has been carried out by and Tarima and Jamaluddin (2022) and Suciati and Tundjung (2024) which resulted in research that budget participation has a positive and significant effect on financial performance. In contrast to research conducted by Retnaningtyas (2016) which results in budget participation having no effect on financial performance.

The success of financial performance is inseparable from the financial accountability of the organization. Mardiasmo (2018) says accountability is the government's responsibility to the public for every activity (activity) carried out. Accountability means providing space for the community (public) to participate in carrying out regional development. Accountability is needed as a benchmark for government performance. The implementation of accountability by local governments is contained in Law number 23 of 2014 concerning local governments which states that local government administrators must apply the principle of accountability. In the aspect of accountability, if the accountability of public officials to the community is properly implemented by the government to the public, it will lead to a high level of trust from the public towards the government so that the public will judge favorably on government financial performance. Previous research on the effect of accountability on financial performance has been conducted by Arifin, et al (2020), Purwanti and Yuliati (2022), Tarima and Jamaluddin (2022), which resulted in accountability research having a positive and positive effect on financial performance. which resulted in accountability research having a positive and significant effect on financial performance. In contrast to research conducted by Panuntun (2016) and Ulya and Astuti (2018), which resulted in accountability has no effect on financial performance. which results in accountability having no effect on financial performance.

Accountability must also be accompanied by the application of the principle of transparency, the public is given the opportunity to know what is happening in government, including policies that will or have been taken by the government, as well as their implementation. Tarima and Jamaluddin (2022). The existence of openness in the administration of public affairs will facilitate supervision of the course of government. Supervision from the public can prevent misuse of resources and violations in government activities such as corruption and other violations. Transparency by the government will encourage government performance to work well in implementing government programs and in making public decisions. In the aspect of transparency, if information that is the right of the public is conveyed by the government in a transparent manner, it will lead to high public trust in the government so that in the end it will realize good government performance. Previous research on the effect of transparency on financial performance has been conducted by Tarima and Jamaluddin (2022) , Arifin, et al (2020), Purwanti and Yuliati (2022), Tarima and Jamaluddin (2022). which resulted in research that transparency has a positive and significant effect on financial performance. In contrast to research conducted by Ulya and Astuti (2018) and Purti (2020) which resulted in transparency has no effect on financial performance. which results in transparency having no effect on financial performance.

Accountability, transparency, and budget participation are principles that are closely related to state finances. These three principles are part of *good governance* that must be accountable to the public. Supported or moderated by a good organizational culture will be able to improve the financial performance of the organization. Here, the moderation variable is used to test whether other variables (moderators) in this case organizational culture can weaken or strengthen the relationship between the independent variable and the dependent variable. (Ghozali, 2016) . Organizational culture as a system of *values, beliefs, assumptions,* or norms that have long been in effect, agreed upon and followed by members of an organization as a guide to behavior and solving organizational problems. Organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. Previous research on the effect of organizational culture on financial performance has been conducted by Mahardika (2022) which resulted in research that organizational culture has a positive and significant effect on financial performance. In contrast to research conducted by Zidan and Padnyawar (2022) which results in organizational culture having no effect on financial performance.

Research on the effect of budget participation, accountability and transparency and organizational culture as moderating variables on financial performance will be conducted at the Regional Human Resources Development Agency of Central Java Province. At this time employees in the BPSDMD environment of Central Java Province are experiencing problems, namely the less-than-optimal role of employees in contributing to the agency in financial performance. Based on the organizational phenomenon mentioned above, where the realization did not meet the target, it became a driving factor for BPSDMD Central Java Province to formulate various alternative policies to improve the agency's financial performance by increasing budget participation, accountability, transparency and organizational culture.

2. Theoretical Background

The Effect of Budget Participation on Financial Performance

Organizations/companies/agencies often include middle and lower-level section heads or section heads in the budgeting process. The participation of section heads or section heads is very important in an effort to motivate subordinates to participate in achieving goals. Participation allows for better communication, interaction with each other and teamwork to achieve organizational goals. In addition, if the section head or section head participates in the preparation of the budget, there will be a match between the manager's goals and the company's goals *(goal congruence).* Thus, the section head or section head will try harder and take more initiative to achieve the budget that has been set. With budget participation, the financial performance of the organization will be better.

Previous research on the effect of budget participation on financial performance has been conducted by Tarima and Jamaluddin (2022) and Suciati and Tundjung (2024), which resulted in research that budget participation has a positive and significant effect on financial performance. which resulted in research that budget participation has a positive and significant effect on financial performance. Based on the description above, the research hypothesis is formulated as follows:

H_1 : Budget Participation has a positive effect on financial performance at the Regional Human Resources Development Agency of Central Java Province.

The Effect of Accountability on Financial Performance

The success of financial performance is inseparable from the financial accountability of the organization. Mardiasmo (2018) says accountability is the government's responsibility to the public for every activity (activity) carried out. Accountability means providing space for the community (public) to participate in carrying out regional development. Accountability is needed as a benchmark for government performance. The implementation of accountability by local governments is contained in Law number 23 of 2014 concerning local governments which states that local government administrators must apply the principle of accountability. In the accountability aspect, if the accountability of public officials to the community is properly implemented by the government to the community, it will lead to a high level of trust from the community towards the government so that the community will assess the government's financial performance favorably.

Previous research on the effect of accountability on financial performance has been conducted by Arifin, et al (2020), Purwanti and Yuliati (2022), Tarima and Jamaluddin (2022), which resulted in accountability research having a positive and significant effect on financial performance. which resulted in accountability research having a positive and significant effect on financial performance. Based on the description above, the research hypothesis is formulated as follows:

H_2 : Accountability has a positive effect on financial performance at the Regional Human Resources Development Agency of Central Java Province.

The Effect of Transparency on Financial Performance

Accountability must also be accompanied by the application of the principle of transparency, the public is given the opportunity to know what is happening in government, including policies that will or have been taken by the government, as well as their implementation. The existence of openness in the administration of public affairs will facilitate supervision of the course of government. Supervision from the public can prevent misuse of resources and violations in government activities such as corruption and other violations. Transparency by the government will encourage government performance to work well in implementing government programs and in making public decisions. In the aspect of transparency, if information that is the right of the public is conveyed by the government in a transparent manner, it will lead to a high public trust in the government so that in the end it will realize good government performance.

Previous research on the effect of transparency on financial performance has been conducted by Arifin, et al (2020), Purwanti and Yuliati (2022), Tarima and Jamaluddin (2022), which resulted in transparency research having a positive and significant effect on financial performance. which resulted in research that transparency has a positive and significant effect on financial performance. Based on the description above, the research hypothesis is formulated as follows:

H_3 : Transparency has a positive effect on financial performance at the Regional Human Resources Development Agency of Central Java Province.

Organizational Culture Moderates the Effect of Budget Participation on Financial Performance

Budget participation is a budgeting approach that allows managers, who will be responsible for budget performance, to participate in budget development, budget participation communicates a sense of responsibility to lower-level managers and encourages creativity. Participation allows for better communication, interaction with each other and teamwork to achieve organizational goals. In addition, if the leader or section head participates in the preparation of the budget, there will be a match between the manager's goals and the company's goals *(goal congruence).* Thus, the leader or section head will try harder and take more initiative to achieve the budget that has been set. With budget participation, the financial performance of the organization will be better. Moreover, supported or moderated by a good organizational culture, organizational culture will strengthen the effect of budget participation on financial performance. The choice of culture as a moderator with the consideration that the interest in performance is needed to assess how far the institution or organization can implement its vision and mission so that public services can be realized. One form of consistency is the need to carry out an activity, namely carrying out an organizational culture that is carried out every day in the organization. Based on the description above, the research hypothesis is formulated as follows:

H_4 : Organizational culture moderates the effect of budget participation on financial performance at the Regional Human Resources Development Agency of Central Java Province.

Organizational Culture Moderates the Effect of Accountability on Financial Performance

Accountability when associated with government organizations, can be defined as a provision of information on government activities and performance to interested parties (*stakeholders*), both central and local, must be able to be the subject of information in order to fulfill public rights. In the context of governance, government accountability cannot be known without the government informing the people about information related to the collection of resources and sources of public funds and their use. With clear accountability, the organization's financial performance will be better. Moreover, supported or moderated by a good organizational culture, organizational culture will strengthen the effect of accountability on financial performance.

Moderating variables are used to test whether other variables (moderators) in this case organizational culture can weaken or strengthen the relationship between the independent variable and the dependent variable (Ghozali, 2016). The choice of culture as a moderator with the consideration that the importance of performance is needed to assess how far the institution or organization can implement its vision and mission so that public services can be realized. One form of consistency is the need to carry out an activity, namely carrying out an organizational culture that is carried out every day in the organization. Based on the description above, the research hypothesis is formulated as follows:

H_5 : Organizational culture moderates the effect of accountability on financial performance at the Regional Human Resources Development Agency of Central Java Province.

Organizational Culture Moderates the Effect of Transparency on Financial Performance

Transparency is providing open and honest financial information to the public based on the consideration that the public has the right to know openly and thoroughly about the government's accountability in managing the resources entrusted to it and its compliance with laws and regulations. With the transparency of the organization, the financial performance of the organization will be better. Moreover, supported or moderated by a good organizational culture, organizational culture will strengthen the influence of transparency on financial performance.

Moderating variables are used to test whether other variables (moderators), in this case organizational culture, can weaken or strengthen the relationship between the independent variable and the dependent variable. (Ghozali, 2016) . The selection of culture as a moderator with the consideration that the importance of performance is needed to assess how far the institution or organization can implement its vision and mission so that public services can be realized. One form of consistency is the need to carry out an activity, namely carrying out an organizational culture that is carried out every day in the organization. Based on the description above, the research hypothesis is formulated as follows:

H_6 : Organizational culture moderates the effect of transparency on financial performance at the Regional Human Resources Development Agency of Central Java Province.

Theoretical Framework
Accountability, transparency, and budget participation are principles that are closely related to state finances, these three principles are part of *good governance* that must be accountable to the public. Supported or moderated by a good organizational culture will be able to improve the financial performance of the organization. Based on this description, the research framework can be described as follows.

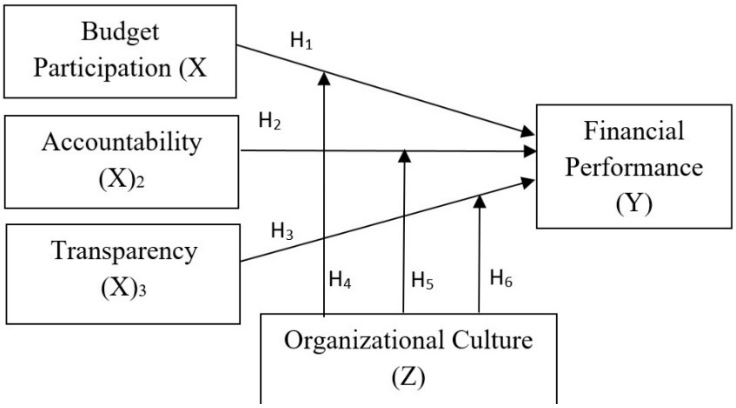

Figure 1. Research Framework

3. Methodology

Population and Research Sample
Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. (Sugiyono, 2011) . The population in this study were employees at the Regional Human Resources Development Agency of Central Java Province, totaling 200 people.

The sampling method that will be used in this study is *purposive sampling* method, which is sampling by determining the criteria first. (Sugiyono, 2011). The criteria are employees with a work period of more than 3 years and have become civil servants. Determination of the number of samples using the *Slovin* formula (Sugiyono, 2011) (Ghozali, 2016) resulting in a sample of 133 respondents.

Data Type and Source
In this study using primary data. Primary data is data sourced from the first hand, data taken using a questionnaire. The questionnaire is a list of questions that are used as guidelines for conducting questions and answers with respondents regarding budget participation, accountability, transparency, organizational culture and financial performance on employees at the Regional Human Resources Development Agency of Central Java Province.

Research Instrument Test
Validity Test

The validity test is used to measure whether an indicator is valid in the form of a questionnaire. A questionnaire is said to be valid if the question is able to reveal something that will be measured by the questionnaire. In this study, the validity test used factor analysis, namely by testing whether the indicator items or questionnaires used could confirm a factor or construct. If each question is a measuring indicator, it has KMO above 0.5 with a significance level of 0.05 and has a criterion value for *loading* factor testing as follows (Ghozali, 2016) : Loading factor >rule *of tumb* (0.4) means valid and Loading factor <rule *of tumb* (0.4) means invalid.
Reliability Test
An instrument measuring instrument is called reliable, if the tool in measuring everything at different times, shows relatively the same results. Reliability measurement can be done with the *Cronbach Alpha* coefficient using SPSS For Windows (Ghozali, 2016) with criteria: If the alpha value> 0.7 then the instrument is reliable and if the alpha value <0.7 then the instrument is not reliable.

Data Analysis Method
Data analysis in this study used :
Descriptive Method
Descriptive methods are used to provide an overview of respondents and research variables, so that they can become a benchmark for further analysis. The analytical tools used here are the number of samples (n), minimum, maximum, *mean* (average), median, mode and standard deviation.

Normality Test
The normality test aims to test whether in the regression model, the dependent variable and the independent variable both have a normal distribution or not. The data normality test can be done using the *Kolmogorov Smirnov test*. The conclusion to determine whether a data follows a normal distribution or not is to assess its significant value. If significant> 0.05 then the variable is normally distributed and vice versa if significant <0.05 then the variable is not normally distributed (Ghozali, 2016).

Classical Assumption Test
Multicollinearity Test
Multicollinearity means that there is a perfect or definite linear relationship between some or all of the independent variables of the model. As a result of multicollinearity, the regression coefficients are indeterminate and the standard errors are infinite. This will lead to bias in the specification. The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. In a good regression model, there should be no correlation between the independent variables. (Ghozali, 2016).

The method to test for multicollinearity can be seen from the *tolerance value* or *variance inflantion factor* (VIF). The limit of *tolerance* value> 0.1 or VIF value is smaller than 10, so there is no multicollinearity.
Heteroscedasticity Test

Heteroscedasticity test is a condition where the variance and confounding error are not constant for all independent variables. A good regression model is that heteroscedasticity does not occur. The heteroscedasticity test can be done using the *Glejser* test, namely by testing the level of significance. This test is conducted to respond to variable x as an independent variable with the *absolute* value of *unstandardized* residual regression as the dependent variable. If the test results are above the significant level ($\rho > 0.05$), it means that there is no heteroscedasticity and vice versa, if the level is below significant ($\rho < 0.05$), it means that there is heteroscedasticity. (Ghozali, 2016).

Linear Regression Analysis with Moderating Variables

This method is done by adding the multiplication variable between the independent variable and the moderating variable with SPSS version 22 software. (Ghozali, 2016). The regression equation is as follows:

$Y = \alpha + \beta X + \beta X + \beta_{112233} X + \beta Z + \beta X_{4\,5\,1} .Z + \beta X_{6\,2} .Z + \beta X_{7\,3} .Z + e$

Description:

Y = Financial Performance Variable
α = Constant
β = Independent variable regression coefficient (beta coefficient)
X_1 = Budget Participation Variable
X_2 = Accountability Variable
X_3 = Transparency Variable
Z = Organizational Culture Variable
e = error

Model Test

Coefficient of determination

The coefficient of determination is used to determine the percentage of *goodness of fit of the* independent variable on the dependent *variable.* (Ghozali, 2016).

F test

F test to test the influence between independent variables on the dependent variable simultaneously or together (Ghozali, 2016) with the criteria for a significant level (α) <0.05.

Hypothesis Test

Hypothesis testing using the t test with multiple linear regression models, namely to identify the effect of independent variables on *dependent variables* using SPSS. (Ghozali, 2016). The hypothesis criteria are accepted if the significant level (α) <0.05.

4. Empirical Findings/Result

Validity Test

The validity test is used to measure whether an indicator is valid in the form of a questionnaire. The validity test of the research variables is shown in the table below:

Table 1. Research Instrument Validity Test Results

Variables	KMO	Loading Factor		Description
		Item	Component Matrix[a]	
Budget Participation (X1)	0,851	X1.1	0,941	Valid
		X1.2	0,939	Valid
		X1.3	0,797	Valid
		X1.4	0,916	Valid
		X1.5	0,957	Valid
		X1.6	0,885	Valid
Accountability (X2)	0,836	X2.1	0,893	Valid
		X2.2	0,973	Valid
		X2.3	0,974	Valid
		X2.4	0,975	Valid
Transparency (X3)	0,644	X3.1	0,894	Valid
		X3.2	0,907	Valid
		X3.3	0,862	Valid
		X4.4	0,871	Valid
Organizational Culture (Z)	0,854	Z1.1	0,888	Valid
		Z1.2	0,873	Valid
		Z1.3	0,739	Valid
		Z1.4	0,866	Valid
		Z1.5	0,908	Valid
		Z1.6	0,879	Valid
		Z1.7	0,734	Valid
Financial Performance (Y)	0,695	Y1.1	0,866	Valid
		Y1.2	0,929	Valid
		Y1.3	0,869	Valid

Source: Primary data processed, 2024

Based on table 1 above, the *KMO and Bartlett's test* values of all variables consisting of budget participation, accountability, transparency, organizational culture and financial performance have met the sample adequacy criteria required in the validity test, namely KMO more than 0.5, so it can be stated that the existing sample is sufficient, so that the factor test can be continued. While in the *component matrix* results, it can be seen that all indicators in the variables of budget participation, accountability, transparency, organizational culture and financial performance have a *loading factor* required by the matrix component value greater than 0.4, so that the instrument is said to be valid.

Reliability Test

The reliability test is used to determine the extent to which the data can provide relatively no different results when measured again on the same subject or it can be said to show the correspondence between something that is measured and the type of measuring device used. In this reliability test using the *Cronbach alpha* formula. As for reliability, if the alpha value> 0.7 then the instrument used is reliable.

Table 2. Reliability Testing of Research Variables

No.	Variables	*Cronbach Alpha*	Standard Number Reliable	Criteria
1	Budget Participation (X1)	0,955	0,7	Reliable
2	Accountability (X2)	0,967	0,7	Reliable
3	Transparency (X3)	0,905	0,7	Reliable
4	Organizational Culture (Z)	0,928	0,7	Reliable
5	Financial Performance (Y)	0,864	0,7	Reliable

Source: Primary data processed, 2024

In the reliability test table 2 above, the variables of budget participation, accountability, transparency, organizational culture and financial performance are said to be reliable because *Cronbach's* Alpha> 0.7 so it is feasible to be tested to further testing.

Normality Test

Normality test is a test to determine whether the dependent variable regression model and the independent variable or both have a normal distribution or not. The normality test uses the *Kolmogorov Smirnov* test as follows*:*

Table 3. Normality Testing Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		133
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	0,64594597
Most Extreme Differences	Absolute	0,098
	Positive	0,098
	Negative	-0,081
Test Statistic		0,098
Asymp. Sig. (2-tailed)		0,093[c]

Source: Primary data processed, 2024

Based on Table 3, it is known that the normality test with the results of the significant level of research variables is 0.093> 0.05, so the regression model is normally distributed.

Classical Assumption Test

Heteroscedasticity

Heteroscedasticity test is a condition where the variance and confounding error are not constant for all independent variables. A good regression model is that heteroscedasticity does not occur. The results of the heteroscedasticity test with the *Glejser* test are as follows:

Table 4. Heteroscedasticity Test Results

	Model	Sig.
1	(Constant)	0,079
	Budget Participation	0,643
	Accountability	0,141
	Transparency	0,219
	Organizational Culture	0,386
	Budget Participation - Organizational Culture	0,894
	Accountability - Organizational Culture	0,230
	Transparency - Organizational Culture	0,318

Source: Primary data processed, 2024

Based on table 4 above, the heteroscedasticity test does not occur because the significant level of all variables is above 0.05.

Multicollinearity

This test is to determine the existence of a "perfect" or definite linear relationship between some or all of the independent variables that explain the regression model. A good regression model should not have a correlation between the independent variables.

Table 5. Multicollinearity Testing Results

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Budget Participation	0,219	2,213
	Accountability	0,124	1,469
	Transparency	0,311	8,312
	Organizational Culture	0,215	8,624
	Budget Participation - Organizational Culture	0,307	6,282
	Accountability - Organizational Culture	0,218	6,955
	Transparency - Organizational Culture	0,306	2,262

Source: Primary data processed, 2024

Based on Table 5, it can be seen that the regression model is free of multicollinearity because the regression coefficient between independent variables has a tolerance value> 0.1 and VIF < 10.

Regression Testing

A test used to determine the effect between the independent variable and the dependent variable.

Table 6. Summary of Multiple Linear Regression Tests

No.	Variables	b	Sig	Description
1	The effect of budget participation on financial performance	0,912	0,021	H1 accepted
2	The effect of accountability on financial performance	1,090	0,008	H2 accepted
3	The effect of transparency on financial performance	0,875	0,032	H3 accepted

4	The effect of budget participation on financial performance moderated by organizational culture	0,034	0,953	H4 is rejected
5	The effect of accountability on financial performance moderated by organizational culture	-1,160	0,016	H5 accepted
6	The effect of transparency on financial performance moderated by organizational culture	-0,456	0,414	H6 rejected

Source: Primary data processed, 2024

The effect of budget participation on financial performance

Based on the results of table 6 above, the regression test shows the effect of budget participation on financial performance with a regression coefficient of 0.912 and a significant level of 0.021 <0.05 so that partially (individually) there is a positive and significant effect on financial performance. Thus the first hypothesis (H1): Budget participation has a positive and significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province, accepted.

The effect of accountability on financial performance

Based on the results of table 6 above, the regression test shows the effect of accountability on financial performance with a regression coefficient of 1.090 and a significant level of 0.008 <0.05 so that partially (individually) there is a positive and significant effect on financial performance. Thus the second hypothesis (H2): accountability has a positive and significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province, is accepted.

The effect of transparency on financial performance

Based on the results of table 6 above, the regression test shows the effect of transparency on financial performance with a regression coefficient of 0.875 and a significant level of 0.032 <0.05 so that partially (individually) there is a positive and significant effect on financial performance. Thus the third hypothesis (H3): transparency has a positive and significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province, accepted.

The effect of budget participation on financial performance moderated by organizational culture

Based on the results of table 6 above, the regression test shows that the effect of budget participation on financial performance is moderated by organizational culture with a regression coefficient of 0.034 and a significant level of 0.935> 0.05 so that organizational culture does not moderate the effect of budget participation on financial performance. Thus the fourth hypothesis (H4): Organizational culture moderates the effect of budget participation on financial performance at the Regional Human Resources Development Agency of Central Java Province, is rejected.

The effect of accountability on financial performance moderated by organizational culture

Based on the results of table 6 above, the regression test shows that the effect of accountability on financial performance is moderated by organizational culture with a regression coefficient of -1.160 and a significant level of 0.016 <0.05 so that organizational culture moderates the effect of budget participation on financial performance. Thus the fifth hypothesis (H5): Organizational culture moderates the effect of accountability on financial performance at the Regional Human Resources Development Agency of Central Java Province, accepted.

The effect of transparency on financial performance moderated by organizational culture

Based on the results of table 6 above, the regression test shows that the effect of transparency on financial performance is moderated by organizational culture with a regression coefficient of -0.456 and a significant level of 0.414> 0.05 so that organizational culture does not moderate the effect of transparency on financial performance. Thus the sixth hypothesis (H6): Organizational culture moderates the effect of transparency on financial performance at the Regional Human Resources Development Agency of Central Java Province, is rejected.

5. Discussion

The results of research conducted to determine the effect of budget participation, accountability and transparency and organizational culture as moderating variables on financial performance at the regional human resource development agency of Central Java province are as follows:

The effect of budget participation on financial performance

Based on the results of the regression test research, it is known that the effect of budget participation on financial performance with a regression coefficient of 0.912 and a significant level of 0.021 <0.05 so that partially (individually) there is a positive and significant effect of budget participation on financial performance. The results of this study support previous research conducted by Natalya and Kusumawardani (2016) and Tarima and Jamaluddin (2022) which resulted in research that budget participation has a positive and significant effect on financial performance. Overall, the budget planning variables carried out by employees of the Regional Human Resources Development Agency of Central Java Province are classified as good. Judging from the question indicators, the lowest average (mean) shows that employees often provide suggestions in every budget preparation process with an agreed answer. While the highest indicator is the indicator that employees provide input when preparing the budget voluntarily and many employees realize the importance of contributing to budget preparation with answers tending to strongly agree. Based on the lowest indicator above, what needs to be done by the Regional Human Resources Development Agency of Central Java Province is to provide more space for employees to participate in budget preparation.

A good budgeting process is one that involves many parties. Organizations/companies/agencies often include middle and lower level section heads or section heads in the budgeting process. The participation of section heads or section heads is very important in an effort to motivate subordinates to participate in achieving goals. Participation allows for better communication, interaction with each other and teamwork to achieve organizational goals. In addition, if the section head or section head participates in the preparation of the budget, there will be a match between the manager's goals and the company's goals *(goal congruence).* Thus, the section head or section head will try harder and take more initiative to achieve the budget that has been set. With budget participation, the financial performance of the organization will be better.

The effect of accountability on financial performance

Based on the results of the regression test research, it is known that the effect of accountability on financial performance with a regression coefficient of 1.090 and a significant level of 0.008 <0.05 so that partially (individually) there is a positive and significant effect of accountability on financial performance. The results of this study support previous research conducted by Arifin, et al (2020), Purwanti and Yuliati (2022), Tarima and Jamaluddin (2022) which resulted in accountability research having a positive and significant effect on financial performance. Overall accountability in employees of the Regional Human Resources Development Agency of Central Java Province is in the high category. Judging from the question indicators, the lowest average (mean) shows that the employee indicator is sufficient to maintain honesty by avoiding abuse of position *(abuse of power)* with the answer quite agreeing and the highest indicator is the indicator that employees always implement policies related to job accountability to the wider community with the answer agree. Based on the lowest indicator above, what needs to be done by the Regional Human Resources Development Agency of Central Java Province is to increase the organization's internal supervision of its employees.

The success of financial performance is inseparable from the financial accountability of the organization. Accountability is the government's responsibility to the public for every activity (activity) carried out. Accountability means providing space for the community (public) to participate in carrying out regional development. Accountability is needed as a benchmark for government performance. The implementation of accountability by local governments is contained in Law number 23 of 2014 concerning local governments which states that local government administrators must apply the principle of accountability. In the accountability aspect, if the accountability of public officials to the community is properly implemented by the government to the community, it will lead to a high level of trust from the community towards the government so that the community will assess the government's financial performance favorably.

The effect of transparency on financial performance

Based on the results of the regression test research, it is known that the effect of transparency on financial performance with a regression coefficient of 0.875 and a significant level of 0.032 <0.05 so that partially (individually) there is a positive and significant effect of transparency on financial performance. The results of this study support previous research conducted by Arifin, et al (2020), Purwanti and Yuliati (2022), Tarima and Jamaluddin (2022) which resulted in research that transparency has a positive and significant effect on financial performance. Overall transparency at the Regional Human Resources Development Agency of Central Java Province is in the high category. Judging from the question indicators, the lowest average (mean) shows that the indicator is sufficiently available and the accessibility of documents is open with quite agreed answers. While the highest indicator with the agency indicator provides clarity and completeness of data information needed by employees with an agreed answer. Based on the lowest indicator above, what needs to be done by the Regional Human Resources Development Agency of Central Java Province is to open the access needed by the community regarding what is in the organization.

Implementing the principle of transparency, the public is given the opportunity to know what is happening in government, including policies that will or have been taken by the government, as well as their implementation. The existence of openness in the administration of public affairs will facilitate supervision of the running of the government. Supervision from the public can prevent misuse of resources and violations in government activities such as corruption and other violations. Transparency by the government will encourage government performance to work well in implementing government programs and in making public decisions (Lestiawan and Jatmiko, 2016). In the aspect of transparency, if information that is the right of the public is conveyed by the government transparently, it will lead to high public trust in the government so that in the end it will realize good government performance.

The effect of budget participation on financial performance moderated by organizational culture

Based on the results of regression test research, it is known that the effect of budget participation on financial performance is moderated by organizational culture with a regression coefficient of 0.034 and a significant level of 0.935> 0.05 so that organizational culture does not moderate the effect of budget participation on financial performance. This shows that budget participation has a significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province, after moderating organizational culture shows no effect. So it is more effective without moderating organizational culture.

The results of this study also contradict the theory that "Budget participation is a budgeting approach that allows managers who will be responsible for budget performance, to participate in budget development, budget participation communicates a sense of responsibility to lower-level managers and encourages creativity". Participation allows for better communication, interaction with each other and working together in teams to achieve organizational goals. In addition, if the leader or section head participates in the preparation of the budget, there will be a match between the manager's goals and the company's goals *(goal congruence).* Thus, the leader or section head will try harder and take more initiative to achieve the budget that has been set. With budget participation, the financial performance of the organization will be better. Moreover, supported or moderated by a good organizational culture, organizational culture will strengthen the effect of budget participation on financial performance. The choice of culture as a moderator with the consideration that the interest in performance is needed to assess how far the institution or organization can implement its vision and mission so that public services can be realized. One form of consistency is the need to carry out an activity, namely carrying out an organizational culture that is carried out every day in the organization.

The effect of accountability on financial performance moderated by organizational culture

Based on the results of the regression test research, it is known that the effect of accountability on financial performance is moderated by organizational culture with a regression coefficient of -1.160 and a significant level of 0.016 <0.05 so that organizational culture moderates the effect of budget participation on financial performance. This shows that accountability has a significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province, after being moderated by organizational culture, the effect is weak. So that it is more effective without moderating organizational culture.

Accountability when associated with government organizations, can be defined as a provision of information on government activities and performance to interested parties (*stakeholders*), both central and local, must be able to be the subject of information in order to fulfill public rights. In the context of governance, government accountability cannot be known without the government informing the people about information related to the collection of resources and sources of public funds and their use. With clear accountability, the organization's financial performance will be better. Moreover, supported or moderated by a good organizational culture, organizational culture will strengthen the effect of accountability on financial performance.

Moderation variables are used to test whether other variables (moderators) in this case organizational culture can weaken or strengthen the relationship between the independent variable and the dependent variable (Ghozali, 2016). The results showed that organizational culture weakens the effect of accountability on financial performance.

This is contrary to the opinion that the selection of culture as a moderator with the consideration that the importance of performance is needed to assess how far the institution or organization can implement its vision and mission so that public services can be realized. One form of consistency is the need to carry out an activity, namely carrying out an organizational culture that is carried out every day in the organization.

The effect of transparency on financial performance moderated by organizational culture

Based on the results of the regression test research, it is known that the effect of transparency on financial performance is moderated by organizational culture with a regression coefficient of -0.456 and a significant level of 0.414> 0.05 so that organizational culture does not moderate the effect of transparency on financial performance. This shows that transparency has a significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province, after moderating organizational culture shows no effect. So it is more effective without moderating organizational culture.

The results of this study also contradict the theory that transparency is providing open and honest financial information to the public based on the consideration that the public has the right to know openly and thoroughly about the government's accountability in managing the resources entrusted to it and its compliance with laws and regulations. With the transparency of the organization, the financial performance of the organization will be better. Moreover, supported or moderated by a good organizational culture, organizational culture will strengthen the influence of transparency on financial performance.

Moderation variables are used to test whether other variables (moderators) in this case organizational culture can weaken or strengthen the relationship between the independent variable and the dependent variable (Ghozali, 2016). The results showed that organizational culture weakened the effect of transparency on financial performance. The choice of culture as a moderator with the consideration that the importance of performance is needed to assess how far an institution or organization can implement its vision and mission so that public services can be realized. One form of consistency is the need to carry out an activity, namely carrying out an organizational culture that is carried out every day in the organization

6. Conclusions

Based on the results of research on the effect of budget participation, accountability and transparency and organizational culture as moderating variables on financial performance at the Regional Human Resources Development Agency of Central Java Province can be concluded as follows:

Budget Participation, Accountability and Transparency have a positive and significant effect on financial performance at the Regional Human Resources Development Agency of Central Java Province. With higher agency transparency, it will be able to improve financial performance.

Organizational culture does not moderate the effect of budget participation and transparency on financial performance at the Regional Human Resources Development Agency of Central Java Province. Thus the existence of organizational culture in the agency does not strengthen the influence between budget participation and transparency on financial performance and even weakens its influence.

Organizational culture moderates the effect of accountability on financial performance at the Regional Human Resources Development Agency of Central Java Province. Thus organizational culture in the agency moderates the influence between accountability on financial performance.

Financial performance is positively and significantly influenced by budget participation, accountability and transparency, which means that the higher employee budget participation, accountability and transparency will improve financial performance. A good budgeting process is one that involves the participation of many parties, accountability and transparency to the buplik, then the organization's financial performance will be better.

Organizational culture does not moderate the effect of budget participation and transparency on financial performance, which means that the existence of organizational culture in the agency does not strengthen the influence between budget participation and transparency on financial performance and even weakens its influence. Meanwhile, organizational culture only moderates the effect of accountability participation on financial performance, which means that the presence of organizational culture in the agency strengthens the influence between accountability on financial performance and even strengthens its influence. Moderating variables are used to test whether other variables (moderators) in this case organizational culture can weaken or strengthen the relationship between the independent variable and the dependent variable. The choice of culture as a moderator with the consideration that the importance of performance is needed to assess how far the institution or organization can implement its vision and mission so that public services can be realized. One form of consistency is the need to carry out an activity, namely carrying out an organizational culture that is carried out every day in the organization.

Based on the results of the research that has been done, some managerial policies that can be suggested are as follows:

The accountability variable has the greatest influence on financial performance seen from the regression coefficient, therefore the agency needs to maintain and even improve accountability through indicators that are still low according to respondents' answers, namely employees maintaining honesty by avoiding abuse of *power,* this can be done by the agency by increasing the organization's internal supervision of its employees.

The transparency variable has the smallest effect on financial performance seen from the results of the regression coefficient, therefore agencies need to improve organizational transparency through indicators that are still low according to respondents' answers, namely the availability and accessibility of open documents, this can be done by the organization by opening the access needed by the public regarding what is in the organization.

The budget participation variable also has an influence on financial performance seen from the results of the regression coefficient, therefore the agency needs to increase employee budget participation through indicators that are still low according to respondents' answers, namely indicators that employees often provide suggestions in each budget preparation, which can be done by agencies by giving employees more space to participate in budget preparation

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