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by 312. 2046 Ni Ketut Rasmini1, Putu Sri Harta Mimba 312. 2046 Ni Ketut Rasmini1, Putu Sri Harta Mimba

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The influence of Apparatus Competence, Leadership Style, Tri Hita Karana Culture and Society Participation on the Effectiveness of Village Fund Management

Ni Ketut Rasmini¹, Putu Sri Harta Mimba²

¹ Faculty of Economics and Business, Udayana University (Unud), Jl. PB Sudirman, Denpasar, Bali, Indonesia

² Faculty of Economics and Business, Udayana University (Unud), Jl. PB Sudirman, Denpasar, Bali, Indonesia

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ABSTRACT

This study aims to determine the effect of the apparatus competence, leadership style, Tri Hita Karana culture and society participation on the effectiveness of village fund management. The sample of this study were taken from 100 villages in Tabanan Regency with the number of respondents as many as 300 respondents. The method for determining the sample were the proportionate stratified random sampling and data collection using a questionnaire. Data were analyzed using multiple linear regression analysis. This study shows that the apparatus competence, leadership style, and society participation have a positive effect on the effectiveness of village fund management. Meanwhile the Tri Hita Karana culture not significantly affect the effectiveness of village fund management. This indicate that the better the apparatus competence, leadership style, and society participation, the better the effectiveness of village fund management..

Keywords: the apparatus competence, leadership style, Tri Hita Karana culture, society participation, village fund management

ABSTRAK

Penelitian ini bertujuan mengetahui pengaruh kompetensi aparat, gaya kepemimpinan, budaya Tri Hita Karana dan partisipasi masyarakat terhadap efektivitas pengelolaan dana desa. Sampel penelitian ini diambil dari 100 desa di Kabupaten Tabanan dengan jumlah responden sebanyak 300 responden. Metode untuk menentukan sampel adalah proportional stratified random sampling dan pengumpulan data menggunakan kuesioner. Data dianalisis menggunakan regresi linier berganda. Studi ini menunjukkan bahwa kompetensi aparatur, gaya kepemimpinan, dan partisipasi masyarakat berpengaruh positif terhadap efektivitas pengelolaan dana desa. Sementara itu budaya Tri Hita Karana tidak berpengaruh signifikan terhadap efektivitas pengelolaan dana desa. Ini menunjukkan bahwa semakin baik kompetensi aparatur, gaya kepemimpinan, dan partisipasi masyarakat, semakin baik efektivitas pengelolaan dana desa.

1. INTRODUCTION

The Minister for the Village Development of Disadvantaged Regions and Transmigration (Mendes PDRT) stated that the government through the Nawacita Program is committed to developing Indonesia from the guidelines. The government allocates a certain amount of village funds to fund each village development activity. The use of village funds is allocated in an effort to achieve the goals of village devel-

opment, namely improving the welfare of village communities, quality of life and poverty reduction in the village. The effectiveness of village fund management is influenced by various factors such as timeliness, and results according to community expectations. In addition, internal and external factors such as the competence of village officials, leadership style, culture adhered to by officials and the

* Corresponding author, email address: ¹ tut_ras@yahoo.com

community, as well as community participation in supporting any work programs that have been planned in village development in accordance with the allocation of funds owned by the village.

Bali Province is one of the districts that empower villages through allocation village funds. The allocation of village funds received by the Province of Bali in 2019 increased by 11% from the previous year, from Rp.225 million per year to Rp.250 million per year. However, the results of the audits of the Supreme Audit Agency (BPK) related to village fund management in Bali showed findings including: inaccurate data, inappropriate usage, inadequate assistance, inadequate SPJ, and improper payment of physical work (Press release, Antara, Saturday April 14, 2018). Therefore the problem of village fund management effectiveness in Bali could due to several fac-

tors such as the competence of the village fund management officials are not yet sufficient, leadership style village officials, the implementation of Tri Hita Karana culture and the lack of community participation . The village funds incentives for Bali Province in 2019 are presented in Table 1 as follows. Table 1. shows that Tabanan Regency is the regency in Bali Province with the highest number of villages, 133 villages, with a very wide area of coverage and received a Village Fund allocation of Rp. 18,204,542,000.00. Based on this background, the influence of apparatus competence, leadership style, Tri Hita Karana culture, and community participation on the effectiveness of Village Fund management will be investigated by taking research objects in Tabanan Regency .

Table 1 . List of Details of Village Funds for Bali Province in 2019
(in Thousand Rupiahs)

No.	Regency / City Name	Number of vil- lages	Basic Allocation Per Village	Per Dis- trict / City	Allocation Formula	amount
1	Badung	46	672,421	30,931,384	21,653,383	52,584,767
2	Bangli	68	672,421	45,724,654	15,609,991	61,334,645
3	Buleleng	129	672,421	86,742,359	37,284,379	124,026,738
4	Gianyar	64	672,421	43,034,969	16,957,330	59,992,299
5	Jembrana	41	672,421	27,569,277	21,473,901	49,043,178
6	Karangasem	75	672,421	50,431,604	28,287,370	78,718,974
7	Klungkung	53	672,421	35,638,333	15,895,649	51,533,982
8	Tabanan	133	672,421	89,432,044	28,772,498	118,204,542
9	Denpasar	27	672,421	18,155,377	16,595,084	34,750,461

Source: *Ministry of Villages, Disadvantaged Regions and Republic of Indonesia Transmigration, 2019.*

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Agency theory is used as the Grand theory in this study and supported by the theory of

Contingency Situational Leadership Model, Role Theory, Stewardship theory and the concept of Tri Hita Karana culture, and regulations related to the management of the Village Fund. Jensen and Meckling (1976) state agency

theory is basically a theory that arises because of a conflict of interest between the principal and agent. The responsibility of the regional government as an agent for the authority given by the people as the principal is in the form of an accountability report on the planning and implementation of the management of the resources contained in the regional expenditure budget to the people and has been audited by the Supreme Audit Board.

The Situational Theory of Leadership Model was raised by Fielder (1987) who stated that the effectiveness of leadership depends on the compatibility between personality, task, power, attitude and perception. Leadership has cultural boundaries, meaning that leaders need to adapt their style to cultural aspects (Robbins, 2009). A role theory is a set of norms that regulate individuals who are in certain social positions or functions that have certain behaviors (Myers, 2002). Stewardship theory states that the executive managers have a role in the achievement of organizational goals. The executive as manager can be translated into the scope of village fund management.

Gibson (2004) states that competence is a combination of motives, traits, skills, aspects of one's self-image or social role, or a piece of relevant knowledge. Regulation of the Head of the National Civil Service Agency Number 8 of 2013 concerning the Formulation of Technical Standards for Civil Servants, states that technical competence is the work ability of every civil servant which includes aspects of knowledge, skills and work attitudes that are absolutely necessary in carrying out the duties of his position.

Tri Hita Karana is a local wisdom that is a cultural personality. Wiana (2007: 8) states that the container for implementing the THK philosophy is Parahyangan, Pawongan, and Palemahan (The three elements are stated in mutual intentions. This understanding shows human beings individually as agents in this life who have three principals namely to God as "the creator, maintainer and fuser", humans as social beings.

Law No. 6 of 2014 gives villages a strategic role to assist local governments in the pro-

cess of governance and development. Permendagri No. 13/2006 article 4 paragraph 4 states: Effectiveness focuses on outcomes. An organization, program or activity is said to be effective if the output implemented can meet the expected target (Mahmudi: 2007).

Participation is the active participation of the community in all development processes both in terms of planning, decision making, implementation and evaluation of activities and is the highest order of public involvement (Steffek, J, 2008) in (Riska, 2014). Optimal community participation in planning is expected to build a strong sense of ownership among the community of the results of existing development.

Competence is a characteristic of someone who has the skills (skills), knowledge and ability to carry out a job (Hevesi, 2005). According to Spencer and Spencer (in Palan, 2007) competence is the basic character possessed by an individual who is causally related in meeting the criteria needed in occupying a position. Nugroho's research (2014) states that the availability of supporting resources, especially Human Resources (HR) who are capable of being a factor for carrying out effective public policies. The higher the competence of village government officials will result in more effective village fund management.

H 1 : Competence of village officials has a positive effect on the effectiveness of village fund management.

Pramudita (2013) found that employees tend to follow company rules when leaders apply the right leadership style, which is what motivates their employees. The Situational Theory of Leadership Model put forward by Fielder (1987) states that the effectiveness of leadership depends on the match between personality, task, power, attitude and perception. The contingency leadership model also explains that leadership influences performance (Dharmanegara et al., 2013). Leadership styles that are appropriate to the conditions of the community will encourage the effectiveness of Village Fund management.

H 2 : Leadership Style has a positive effect on the effectiveness of village fund man-

agement.

Tri hita karana is a philosophy which is at the same time a concept of life and the belief system of the Balinese that prioritizes the principles of togetherness, harmony and balance between economic goals, environmental preservation and culture, aesthetic and spiritual (Adiputra et al., 2014). Gunawan (2011) found that tri hita karana influences performance culture. Saputra (2012) and Adiputra et al., (2014), Mustikayani and Dwirandra (2016) found that culture of Tri Hita Karana adopted as organizational culture had a positive and significant effect on performance management. If all Village Officials and communities implement a tri hita karana -based culture as a direction or guidelines for behaving and carrying out their self-help because the responsibility for managing village funds is not only for each other and the environment but also for God, it is hoped that the management of village funds will be more effective.

H 3 : The culture of Tri Hita Karana has a positive effect on the effectiveness of village fund management.

Mubyarto (in Ndaraha, 1987: 102) defines participation as a willingness to help the success of every person without means sacrificing self-interest participation raises expectations themselves and personal abilities to participate Public participation could be one of the factors that determine the effectiveness of the village fund management. For realizing an effective budget requires public participation to provide input in the preparation of budget directions and policies (Utami and Efrizal, 2013). Jurniadi et al., (2015) showed that participatory has a significant effect on the variable effectiveness of Village Fund Allocation (ADD). Mada (2017), Wulandari (2013), Kurniawan (2011) and Arifin (2007) found that public participation can influence the success of rural development and has a positive effect on the accountability of village funds management.

H 4 : Public participation has a positive effect on the effectiveness of the management of village funds

3. RESEARCH METHOD

The approach used in this research is a quantitative approach that is associative. The dependent Variabel is the effectiveness of village fund Managemen (Y), and the independent variable are four include: competence apparatus Village (X 1), leadership (X 2), culture Tri Hita Karana (X 3), and public participation (X 4). Village fund management is said to be effective if the implemented outputs can meet the expected targets (Mahmudi: 2007). Indicators of effectiveness refer to Pahala Hadyrianto (2013) which consists of achieving goals, timeliness, matching benefits, and matching expectations. The scope of village fund management according to Permendagri number 113 of 2014 article 1 paragraph (6) covers planning, implementation, administration, reporting and accountability of village finances. Village Apparatus Competency is the work ability of each village apparatus which includes aspects of knowledge, skills and work attitudes that are absolutely necessary in carrying out the duties of his position. The competency variable of village officials is measured using indicators of skills, knowledge, and work attitude. Leadership style is the nature, habits, temperament, character and personality of a person in leading (Kartini Kartono, 2008: 34). So the leadership style is measured by 5 indicators, which include the ability to give direction, fair, friendly, provide correction, provide motivation. The Tri Hita Karana culture is the concept of harmonizing the relationships that are always maintained by the Balinese Hindu community Including: parahyangan (human relationship with God), pawongan (inter-human relations), and palemahan (human relations with the environment) the which is sourced from the Hindu holy book of Baghawad Gita (Riana, 2010). Community participation is an inseparable part of village development, so that all levels of society will get the same power and rights to demand or get a fair share of development benefits including in managing village funds (Krina 2003). Indicators used include involvement in development planning, Involvement in the implementation of development, using and utilizing the results of de-

velopment, community opportunities for conduct supervision. The population in this study were all villages that received village fund allocations in Tabanan Regency in 2019. Samples were selected using the Slovin method and Stratified Random sampling. The data collection using questionnaires and observations for non-participants. The questionnaire in this study was first tested for its validity and reliability. Data analysis techniques in this study used multiple linear regression analysis. The multiple linear regression models as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots (1)$$

notation:

Y = Effectiveness of village fund management

α = Constanta

β_1 = Regression coefficient of village apparatus competence

β_2 = Coefficient of leadership style

β_3 = coefficient of cultural regression Tri Hita Karana

β_4 = Coefficient of society participation

X 1 = competence of village officials

X 2 = leadership style

X 3 = Tri Hita Karana culture

X 4 = Participation of society

e = Error term (confounding variable)

4. DATA ANALYSIS AND DISCUSSION

In determining the number of samples the Slovin formula is used, using a 0.05 accuracy

limit with sample calculations:

$$n = 33 / (1 + 133 \times 0.05^2) \\ = 99.81 \text{ rounded up } 100$$

The results of calculation of the number of samples in each sub-district in Tabanan Regency are presented in Table 2.

As for the Respondents in this study in each village are the village head, secretary, and section head referring to the organizational structure according to Permendagri 84 of 2015. Thus the number of respondents is 300 people.

Descriptive statistical test results are presented in Table 3.

Based on Table 3, for variables X 1 and X 2 the range of data distribution is not far spread, the standard deviations are both quite low and the range between the minimum and maximum values is not too far away. For X3,, X4 , and Y, the distribution is quite far from the standard deviation which is quite high. For X 3 and X 4 can be drawn that the perception of the culture and perception of Tri Hita Karana community participation varies, but the average seen approaching its highest value. As for Y, the average value is quite far from the highest value, and the deviation is also quite large, so this reflects the perception of the effectiveness of the use of village funds is not so good. The instrument validity test results are as in Table 4.

Table 2
Number of Village Samples in each Subdistrict in Tabanan Regency

No	SUB-DISTRICT	Village ammount	LEVEL	ROUNDING
1	Baturiti	12	9,022	9
2	Kediri	15	11,278	11
3	Kerambitan	15	11,278	11
4	Clan	16	12,031	12
5	Penebel	18	13,534	14
6	Pupuan	14	10,526	10
7	Western	11	8,270	8

Selemadeg			
8	East Selemadeg	10	7,518
9	Selemadeg	10	7,518
10	Tabanan	12	9,022
amount		133	100

Source: data processed, 2019

Table 3. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	The mean	Std. Deviation
X ₁	300	4.00	10.47	7.05	2.21
X ₂	300	10,26	24.28	17.36	2.62
X ₃	300	11.67	24.38	18.12	4.09
X ₄	300	11.68	24.40	18.26	4.06
Y	300	12.81	50.03	22.80	4.36

Source: data processed, 2019

Table 4. Test Validity of Instruments

Variable	Correlation	Signification
X1.1	0890	0,000
X1.2	0747	0,000
X1.3	0.618	0,000
X1.4	0.749	0,000
X2.1	0.615	0,000
X2.2	0.557	.001
X2.3	701	0,000
X2.4	693	0,000
X2.5	0.575	.001
X2.6	705	0,000
X2.7	0.528	0.003
X3.1	0.662	0,000
X3.2	0717	0,000
X3.3	0.760	0,000
X3.4	0.633	0,000
X3.5	0.784	0,000
X3.6	753	0,000
X3.7	0742	0,000

X3.8	689	0,000
X4.1	648	0,000
X4.2	0743	0,000
X4.3	0,600	0,000
X4.4	0.695	0,000
X4.5	709	0,000
X4.6	0729	0,000
X4.7	0.685	0,000
X4.8	.757	0,000
Y1	0.726	0,000
Y2	.629	0,000
Y3	0743	0,000
Y4	0.653	0,000
Y5	703	0,000
Y6	652	0,000
Y7	0.731	0,000
Y8	6774	0,000

Based on Tables 3 and 4 it can be seen that the value of Pearson Correlations of all research instruments has a value greater than 0.3 with a significance below 0.05 so it can be concluded

that all instruments in this study are valid. The instrument reliability test results are presented in Table 4.

Table 5
Instrument Reliability Test

Variable	Cronbach's Alpha	Information
X ₁	0743	Reliable
X ₂	0.738	Reliable
X ₃	0.861	Reliable
X ₄	0848	Reliable
Y	0842	Reliable

Table 5 . shows that the Cronbach's alpha value of all instruments in this study already has a Cronbach's alpha value greater than 0.6, so that all instruments are said to be reliable.

test results are as in Table 6.

The classical assumption testing conducted according to the terms of the regression test includes tests of data normality, multicollinearity and heterocedasticity. The normality

Data Normality Test		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		294
Normal Parameters ^{a, b}	The mean	0.00 million
	Std. Deviation	0.72711626
Most Extreme Differences	Absolute	0.051
	Positive	0.051
	Negative	-0,050
Statistical Test		0.051
Asymp. Sig. (2-tailed)		0.067 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the Kolmogorov-Smirnov test results obtained that the Asymp . Sig. (2-tailed) of 0.067, this number is greater than 0.05, so it is said that the regression residuals are nor-

mally distributed.

The multicollinearity test results are as in Table 7.

Table 7		
Multi-collinearity Test		
Variable	Collinearity Tolerance	VIF
X1	0.854	1.171
X2	0.823	1.216
X3	0.132	7.586
X4	0.132	7.589

Based on Table 7, it can be seen that all VIF values below 10 and Collinearity Tolerance are above 0.1, so there are no symptoms of multicollinearity. But between X 3 and X 4

there is a correlation relationship even though it doesn't affect the regression model.

The heteroscedasticity test results are as in Table 8 as follows.

Table 8
Heteroscedasticity test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients				
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	0.575	0.028		20.325	0,000		
X1	-0.044	0.020	-0.142	-2.263	0.024	.854	1.171
X2	0.054	0.028	0.123	1.931	0.055	.0823	1.216
X3	-0.061	0.048	-0.200	-1.260	.209	0.132	7.586
X4	0.024	0.048	0.079	0.498	0.619	0.132	7.589

a. Dependent Variable: ABS_RES

Based on Table 8, only X1 is indicated to cause symptoms of heteroscedasticity, but the regression model can still be used. X1 namely the competency of the apparatus is indicated to cause symptoms of heteroscedasticity because competence is an example of error-learning models where it is stated that humans will always learn from their mistakes in behavior so that mistakes get smaller and smaller (Gujarati and Sumarno ; 1988; Erlangga). Het-

eroscedasticity can cause estimators to be overestimated, but the tests are one-tailed tests. This is not very affected by the results of the t value estimator, especially if the t value is already large.

Table 9 shows that the F value of 26.931 with a sig value of 0.000, which means that there is a match between the model and the data, in other words the model used is feasible as a predictor.

Table 9
F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.742	4	14.436	26.931	0.000 ^b
	Residual	154.909	289	0.536		
	Total	212.651	293			

a. Dependent Variable: Y

b. Predictors: (Constant), X₁, X₂, X₃, X₄

The magnitude of the coefficient of determination was measured from value adjusted

(R²) as presented in Table 10 below.

Table 10
Model Summary
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.521 ^a	0.272	0.261	0.73213	0.272	26.931	4	289	0.000

a. Predictors: (Constant), X₁, X₂, X₃, X₄

b. Dependent Variable: Y

Value adjusted (R²) of 26.1%, meaning that all variable in the models could explaining the variance in the models by 26.1%, while 73.9% is explained by other variables outside

the models.

The results of tests using multiple linear regression analysis are presented in Table 11 as follows.

Table 11
Results of Multiple Liner Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	0.123	0.045		2,748	0.006		
X ₁	0.191	0.031	0.336	6,177	0,000	0.854	1.171
X ₂	0.119	0.044	0.149	2,697	0.007	0.823	1.216
X ₃	-0,019	0.076	-0.034	-0.249	0.804	0.132	7.586
X ₄	0.162	0.075	0.296	2.143	0.033	0.132	7.589

a. Dependent Variable: Y

Based on the results of the multiple linear regression test in Table 11, the prediction model can be made as follows.

$$Y = 0.123 + 0.191X_1 + 0.119X_2 - 0.019X_3 + 0.162X_4 \quad (2)$$

Based on the results of multiple linear regression analyzes, the following results are obtained:

Apparatus Competency (X₁) has a beta coefficient of 0.191 with a sig value of 0,000. Therefore sig 0,000 / 2 less than 0.05, then X₁ positive influence on Y. Leadership Styles (X₂) has a beta coefficient of 0.149 with sig of 0.007. Therefore sig 0.007 / 2 less than 0.05, then X₂ has a positive effect on Y. Culture Tri Hita Karana (X₃) has a beta coefficient of -

0.019 with sig at 0.804. Therefore sig 0.804 / 2 greater than 0.05, then X₃ has no effect on Y. Public Participation (X₄) has a beta coefficient of 0.162 with sig at 0.033. Therefore sig 0.033 / 2 less than 0.05, then X₄ effect on Y.

The Effect of Competence of Village Officials on the Effectiveness of Village Fund Management

The results showed that the competence of village officials had a positive effect on the effectiveness of village fund management so that Hypothesis one (H1) is accepted. This reflected that the higher competency of village government officials will result in more effective village fund management. This result is in accordance with role theory which states that a

role is a set of norms that regulate individuals who are in a certain social position or function that have certain behavioral requirements (Myers, 2002). The social position that shows a certain role for example is the role of the village head, village government officials, and the community. Competence is a characteristic of someone who has the skills, knowledge and ability to carry out a job (Hevesi, 2005). The social role of the village government as the manager of village funds must be supported by competent HR. This is in line with the Regulation of the Head of the National Civil Service Agency No. 8 of 2013 concerning the Formulation of Civil Services' Technical Competency Standards, which states that technical competency is the work ability of every civil servant which includes aspects of knowledge, skills and work attitudes that are absolutely necessary in carrying out the duties - his job duties. This result is in line with Nugroho's (2014) which states that the availability of supporting resources, especially competent Human Resources (HR) is a factor for carrying out effective public policies.

The Effect of Leadership Style on the effectiveness of Village Fund management

The results of this study indicate that Leadership Style positively influence the effectiveness of the fund management of the village so the second hypothesis (H 2) is accepted. A leadership style that is suitable with the conditions of the community will encourage the effectiveness of the management of the Village Fund more effectively. This result is in line with the Situational Theory of Leadership Model raised by Fielder (1987) which states that the effectiveness of leadership depends on the compatibility between personality, task, power, attitude and perception. The contingency leadership model also explains that leadership influences performance (Dharma-negara, et al., 2013). These results also support the Stewardship Theory which is a branch of psychology and sociology to explain the conditions in which executives as managers will be motivated to do their best for the best interests

of the organization. In stewardship theory explained that executives as managers have a role in achieving organizational goals. The executive as manager can be translated into the scope of village fund management, namely the village government as executive / implementing / manager / responsible. The suitability of the executive leadership style as the manager of village funds will encourage leaders to take strategic policies in managing existing funds with appropriate and appropriate designations, namely for the progress of the village.

Effect of Tri Hita Karana Cultural on the effectiveness of Village Fund management

The results of this study indicate that the third hypothesis is rejected. The Tri Hita Karana culture has no effect on the effectiveness of village fund management. According to Taylor (2010) culture is a complex whole and includes aspects of knowledge, beliefs, art, decency, law, customs, and abilities and other habits that are learned by humans as community members. In the Indonesian Dictionary (KBBI) Culture is one of the ways of life in a group that continues to develop and be passed on from generation to generation. Based on this definition, culture is not able to stand alone, culture must be attached to something in this case humans (individuals) act as actors so that culture tends to be attached to humans. In this result also shows that there is a correlation that indicates that there is a correlation between the culture of Tri Hita Karana (X 3) with the participation of the public (X 4).

The effect of community participation on the effectiveness of Village Fund management

The results of this study indicate that public participation can contribute to the effectiveness of the management of village funds so that Hypothesis 4 (H4) is accepted. This result is in accordance with the Agency theory. This theory assumes that each individual is solely motivated by his own interests, causing a conflict of interest between the principal and agent. Public relations as principal and region-

al head as agent are regulated in Law Number 32 of 2004 concerning Regional Government, which states that regional heads are elected by the people. In this study the community participation is one of the principal assessments of the performance of agents, namely the village government as the manager of village funds. Community participation in managing village funds is regulated in Law No. 6 of 2014 in article 54 concerning village deliberations. High community participation during the deliberations reflects that the results of these decisions have indirectly accommodated the interests of the community. So that it will bring a positive impact on the performance of village officials in managing existing funds. This result is in line with Jurniadi et al., (2015) that showing participation has a significant influence on the effectiveness of Village Fund Allocation (ADD). Mada (2017), Wulandari (2013), and Kurniawan (2011) and Arifin (2007) found that community participation affected the success of village development and had a positive and significant effect on village fund management accountability.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study shows that the apparatus's competence, leadership style, and society participation have a positive effect on the effectiveness of village fund management. Meanwhile the Tri Hita Karana culture did not significantly affect the effectiveness of village fund management. This reflected the better competency apparatus, leadership style, and community participation, the better the effectiveness of village fund management. This result implies the importance of increasing the competence of village officials, choosing a good leader and increasing community participation so that village fund management becomes more effective. Future research could use others to enhance the robustness of these results, or use others to find out the factors that influence the effectiveness of the village fund management.

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