

## **FINANCIAL MANAGEMENT OF NAGARI OWNED ENTERPRISES (BUMNAG) AND ITS IMPACT ON COMMUNITY WELFARE**

**Dandi Aprila<sup>1</sup>, Wiwik Andriani<sup>2\*</sup>, Rangga Putra Ananto<sup>3</sup>**

---

**Afiliasi:**

<sup>1,2,3</sup>Program Studi D4 Akuntansi,  
Jurusan Akuntansi, Politeknik  
Negeri Padang

**Proses Artikel:**

Received June 20<sup>th</sup>, 2023  
Revised July 26<sup>th</sup>, 2023  
Accepted August 16<sup>th</sup>, 2023

**\*Korespondensi:**

wiwikandriani@pnp.ac.id

**DOI:**

<http://dx.doi.org/10.30813/jab.v16i2.4461>

**Abstract**

**Background:** Based on the initial observations that have been made, it was found that the application of the principle of transparency in the management of BUMNag in Nagari X had not been appropriately implemented because many programs from BUMNag were unknown to the public even though the program was already running. This is caused by the need to disseminate information to the public by BUMNag. Then, based on data accessed through the official Nagari website, there have yet to be any financial reports that the public can access. Furthermore, based on observations, no vision and mission of BUMNag could describe the commitment of BUMNag in Nagari X. The governance of BUMNag should pay attention to applying the principle of transparency to information as a form of accountability to the public. The duties and responsibilities carried out by BUMNag in Nagari X have yet to be carried out following the rules stipulated in Dharmasraya Regent Regulation Number 42 of 2018 concerning Nagari-Owned Enterprises. A business entity, if managed properly, will certainly be able to provide benefits to various parties and can have a positive influence on village development, community welfare, and others.

**Purpose:** This study aims to determine and explain the influence of accountability, transparency, and organizational commitment in managing Nagari-Owned Enterprises (BUMNag) funds on people's welfare.

**Research Method:** The research method uses a quantitative approach. The population in this study is the strata of society in Nagari X. The selection of samples was made by stratified random sampling technique with 98 respondents.

**Research Result:** The results showed that accountability, transparency, and organizational commitment in the management of Nagari-Owned Enterprises (BUMNag) funds positively improved community welfare.

**Novelty:** This research is the first study to discuss the financial management of BUMNag and its impact on people's welfare using qualitative methods.

**Keyword:** BUMNag, Accountability, Transparency, Organizational Commitment

---

### **Introduction**

The government's efforts to realize sustainable national development are to give authority and opportunities to the people in an area to empower existing resources in their area to increase the level of the economy and social justice for all people. This effort is in line with the contents of the opening of the 1945 Constitution of the Republic of Indonesia, paragraph IV, one of which is to promote public welfare

through the preparation of programs and to implement systems that can improve the national economy based on democratic principles. According to the Law of the Republic of Indonesia Number 6 of 2014 concerning Villages Article 1 paragraph 1, it is stated that villages can carry out legal actions required by both public law and civil law, have wealth, own property and buildings, and can sue or be sued by a party in court (2014). Therefore, based on the Presidential Regulation of the Republic of Indonesia Number 11 of 2021 concerning Village-Owned Enterprises, it is stated that villages have the authority to carry out cooperation that can bring profits to the village. With these village rights, a business entity was formed that aims to serve the community, namely Village Owned Enterprises (2021).

It is hoped that the Law of the Republic of Indonesia Number 6 of 2014 concerning Villages will become a solid legal pillar for villages or by another name in West Sumatra, namely Nagari. With this law, it is hoped that it can provide legal certainty for Nagari to develop all the potential in the area for the progress and welfare of the community. For this reason, the Nagari or village is obliged to carry out the mandate of the law to carry out sustainable development, physical development such as infrastructure and human resource development through various activities and other community empowerment.

Based on Dharmasraya Regent Regulation Number 42 of 2018 concerning Nagari-Owned Enterprises Article 1 paragraph 10 it states that Nagari-Owned Enterprises, after this abbreviated as BUMNag, are business entities whose capital is wholly or partly owned by the Nagari through direct equity participation originating from the wealth of the Nagari separately to manage assets, services, and other businesses for the maximum welfare of the Nagari community. The regulation clearly explains that the function of BUMNag is for the welfare of society. Based on the initial observations that have been made, it was found that the application of the principle of transparency in the management of BUMNag in Nagari X had not been appropriately implemented because many programs from BUMNag were unknown to the public even though the program was already running. This is caused by the need to disseminate information to the public by BUMNag. Then, based on data accessed through the official Nagari website, there have yet to be any financial reports that the public can access. Furthermore, based on observations, no vision and mission of BUMNag could describe the commitment of BUMNag in Nagari X. The governance of BUMNag should pay attention to applying the principle of transparency to information as a form of accountability to the public. The duties and responsibilities carried out by BUMNag in Nagari X have yet to be carried out following the rules stipulated in Dharmasraya Regent Regulation Number 42 of 2018 concerning Nagari-Owned Enterprises. A business entity, if managed properly, will certainly be able to provide benefits to various parties and can have a positive influence on village development, community welfare, and others.

The situation experienced by BUMNag Nagari X is inversely proportional to BUMNag in other Nagari. Based on observations and comparisons, other Nagari-Owned Enterprises have optimized the function of the website as a means to publish all information related to BUMNag, starting from accountability reports, financial reports, and programs implemented by BUMNag. Optimizing the website as a means for BUMNag to be able to provide information to the public can be seen in Nagari A, Nagari B, and Nagari C, which have implemented accountability and transparency by publishing BUMNag financial reports through the Nagari website. In addition to the good implementation of accountability and transparency in BUMNag in the three Nagari, the form of organizational commitment from BUMNag is also visible through the details of the programs implemented by the BUMNag and which have been posted on the respective Nagari websites. Website optimization for BUMNag like that is a form of seriousness from BUMNag managers and the Nagari Government to be able to run BUMNag in accordance with what has been mandated in Dharmasraya Regent Regulation Number 42 of 2018.

The implications of this research can be taken into consideration for the Nagari X Government and BUMNag managers to achieve good implementation of accountability, accountability and organizational commitment in the management of BUMNag funds, so there are things that must be done by the Nagari X government, namely by carrying out training related to the preparation of BUMNag financial reports to improve the quality of human resources, especially BUMN managers in making financial reports as a form of accountability for BUMNAG managers. If the human resources managing BUMNag can compile financial reports, then the application of the principle of accountability will be able to run as expected. Apart from that, it is hoped that the Nagari government will also actively publish through the Nagari website because the BUMNag reports accountability to the Nagari Government.

Previous research conducted by Fadil et al. (2022), Widiyaniti et al (2021), Ningsih & Ermawanti (2023) Rosyada & Kayupa (2020), Dewi & Diatmika (2021), Saputra (2019), and Tomisa & Safitri (2020) shows the results that accountability and transparency in the management of BUMDes funds have an effect on improving people's welfare. This study aims to analyze and determine the effect of accountability, transparency, and organizational commitment in the management of village-owned business entity funds on the welfare of the people in Nagari X, so that they can be taken into consideration in establishing good governance in BUMNag.

## **Literature Review**

### **Stewardship Theory**

According to Keay (2017), Stewardship Theory is the harmonization between capital owners (principles) and capital managers (stewards) in achieving common goals. Implicitly, this theory reflects how accounting constructs a pattern of leadership and communication between shareholders and management. This pattern can also occur between top management and other management ranks below them in a company organization with situational mechanisms that include management philosophy and differences in organizational culture, as well as leadership in achieving common goals without hindering the interests of each party. This theory describes a strong relationship between satisfaction and organizational success.

Stewardship theory is based on philosophical assumptions about human nature that humans can be trusted and responsible and are individuals with integrity. The government is the steward of managing resources, and the community is the principal owner of the resource. An agreement is established between the government (steward) and the community (principal) based on trust and collectively by the goals set. Public sector organizations aim to provide services to the public and are required to be accountable for the implementation of organizational activities to the public (Menyah, 2013).

In stewardship theory, managers will behave according to common interests. When the interests of the steward and the owner differ, the steward will try to work with them rather than against them. Stewards feel the common interest and behaving by the owner's behavior is a rational consideration because stewards look more at efforts to achieve organizational goals. Stewards who can successfully improve company performance and satisfy most parties. Most of the shareholders have interests that have been well served by increasing the prosperity achieved by the organization. Therefore, pro-organizational stewards are motivated to maximize organizational performance besides satisfying shareholder interests (Chrisman, 2019).

### **Accountability**

According to Majid (2019), Accountability is part of the obligation to account for and provide exposure to the implementation of work programs in an organization to parties with the right to obtain this Accountability. This obligation is not only fixated on personal obligations but also involves the organization to jointly providing Accountability for the trust that has been given to it. According to Rakhmat (2018), if the public bureaucracy is objectively assessed by the public and can account for all actions taken by the party where the power and authority it has come from, then the public bureaucracy can be said to be accountable. According to Kusmayadi et al. (2019), defining accountability shows the level of conformity

of the size or standard of implementing public financial management with the laws and regulations that apply to the public organization concerned. In line with the previous definition, Nurlinda (2021) defines *accountability* as an obligation to provide accountability to those who give, to explain and provide reasons for the actions taken as a result of efforts to carry out tasks or achieve the goals set.

### **Transparency**

Based on the Government Regulation of the Republic of Indonesia Number 71 of 2010 concerning Government Accounting Standards explains that transparency is providing financial information that is open and honest to the public, who also has the right to know the government's accountability in financial management and also resources by laws and regulations (2010). According to Kusmayadi et al. (2019), 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 the government's accountability in the management of the resources entrusted to it and its adherence to laws and regulations.

### **Organizational Commitment**

According to Ningrum et al. (2021), organizational commitment is when a respective sides with the organization and its goals and desires to maintain its membership. In line with the previous definition, Anwar & Aima (2020), defines organizational commitment as a strong desire to remain a manager of a particular organization, the desire to work hard following organizational desires and specific beliefs, and acceptance of organizational values and goals.

### **Community Welfare**

According to the Law of the Republic of Indonesia Number 11 of 2009 concerning Social Welfare it is stated that community welfare is a condition when the material, spiritual and social needs of citizens are fulfilled in order to be able to live properly and be able to carry out self-development, so that they can maximize social function (2009). The law above can provide firmness related to the welfare of the community that the level of welfare itself can be taken as an indicator of the ability of the community to meet its spiritual and material needs. The material needs themselves can be related to the level of income which will later be a source of being able to meet the needs for food, shelter, clothing, and health. For the material needs themselves can be associated with access to education, security, and peace of life.

BUMNag is one of the economic actors with the mission and role it has currently facing competency challenges to help society's welfare. Therefore, BUMNag has an even greater responsibility to maintain the balance of the Nagari economy. In line with the community's demands regarding the performance of BUMNag, BUMNag should carry out an accountability report or what is commonly referred to as Accountability. According to Meutia & Yulianti (2020), Accountability is the obligation to provide Accountability or to answer and explain the performance and actions of organizational organizers to parties

with the rights or authority to request information or Accountability. The accountability system is an order, instrument, and method of Accountability which includes the stages of planning, implementing, measuring, reporting and controlling, as well as monitoring which forms an integrated and uninterrupted cycle of Accountability and is a tool or instrument for the process of fulfilling the obligations of state-owned enterprises administrators in the context of Accountability—success or failure of the organization's mission. Previous research by Fadil et al. (2022), in their research entitled "The Effect Of Accountability And Transparency In Soe Financial Management On The Welfare Of The Community Of Dharmasraya". The study results show that accountability in BUMNag financial management significantly affects the welfare of the Nagari community. This is because the management of BUMNag is used for community development and empowerment activities related to the community's welfare. The results of this study are also in line with previous research conducted by Dewi & Diatmika (2021) and Rosyada & Kayupa (2020), where their research results show that accountability positively affects community welfare.

**H<sub>1</sub>:** Accountability in managing BUMNag funds has a positive effect on the welfare of the people in Nagari X.

Transparency means the openness of the organization in providing information related to public resource management activities to parties who need information (Ismail et al., 2020). BUMNAG managers must make it easier for the public to obtain information, especially financial information. Through this transparency, the public can provide feedback on policies that have been and will be taken. Another objective of the importance of transparency in BUMNag budget management is to improve the quality of management and implementation to prevent corruption, collusion and nepotism.

Previous research by Fadil et al. (2022) in their research entitled "The Effect Of Accountability And Transparency In Soe Financial Management On The Welfare Of The Community Of Dharmasraya". The study results from show that transparency in BUMNag financial management significantly affects the welfare of the Nagari people. This is because transparency in BUMNag's financial management can provide confidence to the community, which impacts increasing public support for programs run by BUMNag. This is also in line with the findings of research conducted by Rosyada & Kayupa (2020) and Saputra (2019), where the results of this study show that the transparency variable has a positive effect on improving the community's economy, which will have an impact on improving people's welfare.

**H<sub>2</sub>:** Transparency in managing BUMNag funds has a positive effect on the welfare of the people in Nagari X.

Handoko & Rambe (2018), explain that organizational commitment is an employee's assessment that can be seen from their behaviour related to the strong involvement of someone in an agency body. Suppose the involvement of a person is high. In that case, an attitude of greater responsibility will emerge in public, thereby providing benefits to the management of BUMNag funds, which impact the community's welfare. If someone with high organizational commitment, then he will commit to responsibilities, rules will be carried out and implemented correctly, and he will also avoid all actions that will harm the organization and the village community.

Previous research conducted by Ningsih & Ermawanti (2023) found that organizational commitment does not affect the accountability of village funds, which has implications for community welfare. This research uses accountability as the dependent variable of village fund accountability. Previous research was subsequently conducted by Widiyaniti et al (2021), related to organizational commitment in managing BUMDes funds on community welfare, showing the results of a positive influence from the organizational commitment variable in managing BUMDes funds on community welfare. The higher the level of organizational commitment in managing BUMDes funds, the more it will affect the community's welfare. An organization whose individuals have high organizational commitment will produce a good performance in order to achieve organizational goals.

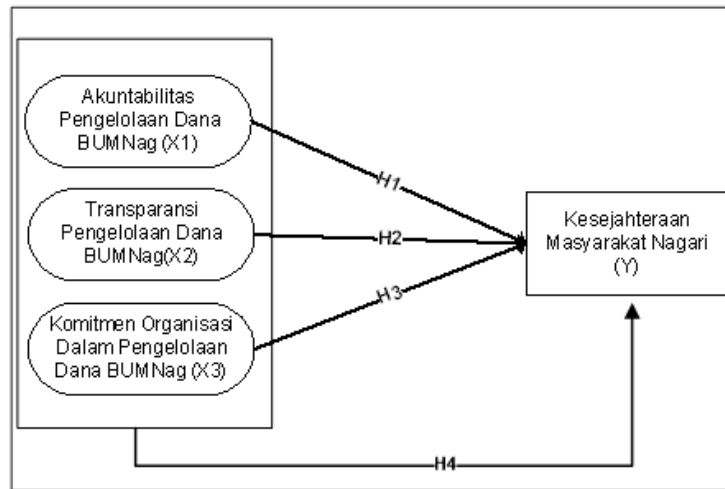
**H<sub>3</sub>:** Organizational Commitment in managing BUMNag funds has a positive effect on the welfare of the people in Nagari X.

Accountability, transparency, and organizational commitment in the management of Nagari-Owned Enterprises funds simultaneously have a positive effect on the welfare of the people in Nagari X because the principle of transparency in the management of BUMNag funds is helpful for effective oversight by the community in organizing organizations, building information that is free, easy understood and accurate. This will create objective organizational management (Saputra, 2019).

The principle of accountability in the management of Nagari-Owned Enterprises (BUMNag) is fundamental because accountability is a medium for controlling all administrators in their duties. Accountability is used as a measure of the success of management in carrying out their work, especially in managing the finances of BUMNag (Supardi & Budiwitjaksono, 2021). Organizational commitment is closely related to the welfare of society. Some experts argue that organizational commitment is a factor that influences people's welfare. Dharmasraya Regent Regulation Number 42 of 2018 have stated that BUMNag must be run in an accountable, transparent and committed manner in realizing the welfare of the Nagari community through programs and work designs that can support the Nagari vision and mission.

Organizational commitment is an essential element in realizing society's welfare. The formulation of the hypothesis is as follows:

**H<sub>4</sub>:** The Influence of Accountability, Transparency, and Organizational Commitment in Managing Nagari-Owned Enterprise Funds on Community Welfare in Nagari X.



Source: Data Processed, 2023

**Figure 1. Research Framework**

## Research Method

This study uses a quantitative approach and collects data by distributing questionnaires to the respondents. The answers to these statements will be used to determine the effect of accountability, transparency and organizational commitment in the management of BUMNag funds on the welfare of society.

**Table 1. Operational Variables**

Variable	Dimension	Variable Indicator	Scale
Accountability of Fund Management of Nagari-Owned Enterprises (X <sub>1</sub> )	Policy Accountability	1) Accuracy in the presentation of financial reports 2) There is an orientation to the public interest 3) There is the involvement of elements of society 4) There is reporting by the law 5) There is the involvement of the Nagari government.	Likert



<b>Variable</b>	<b>Dimension</b>	<b>Variable Indicator</b>	<b>Scale</b>
Transparency in the Management of Nagari-Owned Enterprise Funds (X <sub>2</sub> )	Policy Transparency	<ol style="list-style-type: none"> <li>1) There is an increase in budget transparency</li> <li>2) Availability of access for the public to obtain financial reports.</li> <li>3) There is transparency in financial management to the public.</li> <li>4) There is an impact of transparency on increasing public participation.</li> </ol>	Likert
Organizational Commitment of Nagari-Owned Enterprise Fund Management (X <sub>3</sub> )	Commitment of Various Parties	<ol style="list-style-type: none"> <li>1) There is an agreement agreed upon by several parties.</li> <li>2) There is a sense of trust and acceptance of the goals to be achieved by the organization.</li> <li>3) There are clear objectives related to organizational sustainability.</li> <li>4) The parties involved in the agreement must be able to be responsible for achieving organizational goals.</li> </ol>	Likert
Nagari Community Welfare (Y)	<ol style="list-style-type: none"> <li>1) Social justice</li> <li>2) Economic justice</li> <li>3) Democratic justice</li> </ol>	<ol style="list-style-type: none"> <li>1) There is a positive impact of the existence of BUMNag on reducing unemployment.</li> <li>2) There is a positive impact on the existence of BUMNag on the welfare of the Nagari</li> <li>3) There is compatibility between the BUMNag program and the potential of the Nagari.</li> </ol>	Likert

*Source:* Data Processed, 2023

The population of this study includes the strata of society in Nagari X. The sample is part of the population which can provide an overview of the state of a population. The method of determining the sample using stratified random sampling. Multiple linear regression analysis was used to analyze the data in this study. Several tests were carried out before carrying out the regression. These tests include validity test, reliability test, classical assumption test (normality test, heteroscedasticity test and test), simultaneous effect test (f-test), and partial effect test (t-test) to determine the effect of accountability, transparency, and

organizational commitment in management Nagari Owned Enterprise funds for the welfare of the nagari community. The measurement scale used is the Likert scale.

## Result and Discussion

The number of respondents in this study was 98 who were obtained from distributing questionnaires to layers of society in Nagari X. The following are the results of the validity and reliability tests of this study:

**Table 2. Validity Test Result**

Variable	Sig. (2-Tailed)	Probability	Pearson Correlation	Conclusion
Accountability (X <sup>1</sup> )	0,00	0,05	0,796	Valid
Transparency (X <sup>2</sup> )	0,00	0,05	0,779	Valid
Organizational Commitment (X <sup>3</sup> )	0,00	0,05	0,707	Valid
Community welfare (Y)	0,00	0,05	0,765	Valid

Source: Data Processed, 2023

**Tabel 3. Reliability Test Result**

Variable	Cronbach's Alpha	N of items	Conclusion
Accountability (X <sup>1</sup> )	0,792	5	Reliable
Transparency (X <sup>2</sup> )	0,900	5	Reliable
Organizational Commitment (X <sup>3</sup> )	0,751	4	Reliable
Community welfare (Y)	0,748	10	Reliable

Source: Data Processed, 2023

Based on data in Table 2 for the validity test and Table 3 for the reliability test, all the questions in this research questionnaire are feasible to use as research instruments because the test results are valid and reliable for all variables.

**Table 4. T-test Results**

Variable	Coefficients	t <sub>count</sub>	t <sub>table</sub>	Sig.	Hypothesis
Accountability (X <sup>1</sup> )	0.597	3,003	1,985	0,003	Accepted
Transparency (X <sup>2</sup> )	0.919	3,037	1,985	0,003	Accepted
Organizational Commitment (X <sup>3</sup> )	0.872	2,710	1,985	0,008	Accepted

Source: Data Processed, 2023

### Accountability

From the results of testing the hypothesis using the t-test, obtained t<sub>count</sub> = was 3.003 with a significance level of 0.003. The significance limit value = 0.050 and t<sub>table</sub> = 1.985, which means that t<sub>count</sub> 3.003 > t<sub>table</sub> 1.985 and significance limit value 0.050 > 0.003 significance level, which means H<sub>1</sub> is

accepted. This shows a positive influence of accountability on the welfare of the Nagari community. These results indicate that the better the implementation of accountability in the management of Nagari-Owned Enterprises funds, the community's welfare, especially in Nagari X, will increase.

The results of this study are in line with the stewardship theory, which can explain the existence of BUMNag managers as an institution that is trusted to be able to manage, provide good service to the community, and can provide financial accountability entrusted to it as a form of implementing the principle of accountability. By implementing good accountability in managing BUMNAG funds, it can encourage the achievement of economic goals and maximum social welfare. To carry out these responsibilities, the stewards (BUMN managers) must be able to produce quality financial information reports as a form of responsibility for the mandate given.

Dharmasraya Regent Regulation No. 42 of 2018 concerning Nagari-Owned Enterprises article 1 paragraph (10) "Nagari-owned Enterprises, after this referred to as BUMNag, are business entities in which the Nagari owns all or most of the capital through direct participation originating from the Nagari's wealth which is separated to manage assets, services, and other efforts for the maximum welfare of the Nagari people. Then in article 34, paragraph (4), it is stated that the management of Nagari-Owned Enterprises must be carried out in an accountable manner by providing accountability in the form of reports every predetermined period (2018).

This study's results align with research conducted by Fadil et al. (2022), which states that accountability in BUMNag financial management has a positive and significant effect on community welfare. This is also in line with the research findings of Dewi & Diatmika (2021) and Rosyada & Kayupa (2020) where the results of their research show that the accountability variable has a positive effect on the village economy and will have an impact on increasing community welfare, these results mean that the better accountability in managing BUMNag funds will encourage an increase in community welfare.

### **Transparency**

The results of testing the hypothesis using the t-test obtained  $t_{\text{count}} = 3.037$  with a significance level of 0.003. Significance limit value = 0.050 and  $t_{\text{table}} = 1.985$ , it can be seen that  $t_{\text{count}} 3.037 > t_{\text{table}} 1.985$  and significance limit value  $0.050 > 0.003$  significance level, which means  $H_2$  is accepted. This shows the positive effect of Transparency on the welfare of the Nagari community. These results indicate that better Transparency in managing Nagari-Owned Enterprises funds will encourage increased community welfare. With this Transparency, public trust will increase in BUMNag, which means it will encourage the emergence of opportunities for cooperation that can increase the productivity of BUMNag and impact the welfare of the Nagari community.

In the concept of stewardship theory, BUMNag managers, as stewards, will act per the interests of society as a principle. BUMNAG managers, as an extension of the government, carry out the role as one of the parties who have more knowledge about information so that it is expected to realize transparency in financial management according to the expectations and trust mandated. Therefore, BUMNag is required to publish financial reports as a form of information disclosure to the public. The better application of the principle of transparency in the management of BUMNag will increase public trust in BUMNag managers, which will later have implications for people's welfare. Through stewardship theory, the research results are getting stronger because there is clarity regarding that BUMNag managers, as stewards, are required to provide information disclosure to the public to implement the principle of transparency.

Dharmasraya Regent Regulation No. 42 of 2018 concerning Nagari-Owned Enterprises again emphasises the purpose of establishing BUMNag, namely Creating independent and transparent rural community economic institutions to provide services to the community. In addition, it is stated that the establishment of BUMNag also aims to create jobs and increase the income of the Nagari community. Thus, it is apparent that the establishment of BUMNag aims to improve the welfare of the community, where the supporting factor for the existence of this community welfare is the transparent implementation of BUMNag finance so that it can increase public trust, which can make third parties interested in collaborating with BUMNag so that it can increase revenue which has implications by increasing social welfare.

This study's results align with research conducted by Fadil et al. (2022), which states that Transparency in BUMNag financial management has a positive and significant effect on people's welfare. This is also in line with the research findings of Rosyada & Kayupa (2020) and Saputra (2019), where the results of this study show that the transparency variable has a positive effect on improving the community's economy, which will have an impact on improving people's welfare, these results mean that the better Transparency in the management of BUMNag funds will have an impact on improving people's welfare.

### **Organizational Commitment**

Based on the results of testing the hypothesis using the t-test obtained  $t_{\text{count}} = 2.710$  with a significance level of 0.008. The significance limit value = 0.050 and  $t_{\text{table}} = 1.985$ , it can be seen that  $t_{\text{count}} 2.710 > t_{\text{table}} 1.985$  and the significance limit value  $0.050 > 0.008$  significance level which means  $H_3$  is accepted. This shows a positive influence of organizational commitment on the welfare of the Nagari community. These results indicate a better organizational commitment to managing Nagari-Owned Enterprises funds will encourage increased community welfare. With this organizational commitment, the seriousness of BUMNag management will be seen in achieving the initial goal of establishing BUMNag itself, namely, to improve people's welfare. Organizational commitment is a very crucial factor to be able to gain public trust in supporting the Nagari government's program to improve people's welfare because if

the management of the BUMNag is not committed to carrying out its operations, the results that will be obtained will not be by the goals set. Conversely, if the management of BUMNag is committed to running BUMNag as the community hopes, it will give positive results. Of course, to get the appropriate results, the management must be able to design the BUMNag program, which can be implemented as a form of the seriousness of the management so that it can improve people's welfare.

The results of this study align with the concept of stewardship theory based on philosophical assumptions about human nature, that humans can be trusted and responsible, and that humans are individuals with integrity. The manager of BUMNag is an extension of the government (steward) with the function of managing resources, and the community (principal) is the resource's owner. An agreement is established between BUMNag managers (stewards) and the community (principal) based on trust and collectively according to predetermined goals. Public sector organizations aim to provide services to the public and be accountable to the public. Good organizational commitment from BUMNag can provide welfare to the community. Through this commitment, the alignment of goals between the community and BUMNag, such as the concept of stewardship theory, is oriented toward organizational goals.

The results of the research above align with research conducted by Widiyaniti et al (2021), related to organizational commitment to managing Village-Owned Enterprise funds on community welfare. The higher the level of organizational commitment in managing BUMDes funds, the more it will affect the community's welfare. An organization whose individuals have high organizational commitment will produce a good performance in order to achieve organizational goals. Organizational commitment is closely related to the welfare of society. Some experts argue that organizational commitment is a factor that influences people's welfare. Organizational commitment is a critical element in realizing society's welfare.

**Table 5. F-test Results**

	<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	296.100	3	98.700	8.568	.000 <sup>b</sup>
	Residual	1082.890	94	11.520		
	Total	1378.990	97			

*Source:* Data Processed, 2023

Testing the hypothesis using the f test shows that the significance value of accountability, transparency, and organizational commitment in managing BUMNag funds is  $0.000 < 0.05$ . It is known that the  $f_{count}$  value is  $8.568 > f_{table}$  which is 3.09. These results illustrate that all of the independent variables (accountability, transparency, and organizational commitment) jointly influence the dependent variable (community welfare) so that hypothesis 4 ( $H_4$ ) is declared accepted. This shows that implementing

accountability, transparency, and organizational commitment in the management of Nagari-Owned Enterprises funds will boost the welfare of the Nagari community. Through accountability and transparency, the public will see how information is open and accountable for the management of Nagari-Owned Enterprises in carrying out the programs they have designed and run as a form of organizational commitment to achieving the set goals. Dharmasraya Regent Regulation Number 42 of 2018 have stated that BUMNag must be run in an accountable, transparent and committed manner in realizing the welfare of the Nagari community through programs and work designs that can support the nagara's vision and mission.

**Table 6. R Square Results**

	<b>N</b>	<b>R Square</b>	<b>Adjusted R Square</b>
1	98	0.737	0.723

*Source:* Data Processed, 2023

Based on the data in table 6, the magnitude of the effect of accountability, transparency, and organizational commitment on community welfare is indicated by the Adjusted R Square value. It is known that the value of Adjusted R Square is 0.723. This means that community welfare is influenced by accountability, transparency, and organizational commitment by 72.3%, while the other 27.7% is influenced by other factors not included in this study.

## **Conclusion**

Based on the presentation of the results of statistical calculations and data analysis that has been carried out, the following conclusions are obtained: (1) Accountability in the management of Nagari-Owned Enterprises funds has a positive effect on the welfare of the community in Nagari X. These results indicate that the application of good accountability in the management of Nagari-Owned Enterprises funds will encourage an increase in community welfare in Nagari X. The application of good accountability will encourage the growth of the management's sense of responsibility for the importance of managing Nagari-Owned Enterprises funds. (2) Transparency in the management of Nagari-Owned Enterprises funds has a positive effect on the welfare of the community in Nagari X. These results indicate that the application of good transparency in the management of Nagari-Owned Enterprises funds will encourage an increase in community welfare in Nagari X. The application of good transparency will encourage the growth of public trust in the management of Nagari-Owned Enterprises funds due to information disclosure regarding the management of Nagari-Owned Enterprises funds. The increasing public trust in the management of Nagari-

Owned Enterprises funds will further increase the opportunities for investment from outsiders to invest in BUMNag. (3) Organizational commitment in managing the funds of Nagari-Owned Enterprises has a positive effect on the welfare of the community in Nagari X. These results indicate that the organizational commitment of the management of Nagari-Owned Enterprises is a form of their seriousness in achieving the goals of establishing a Nagari-Owned Enterprise, namely solely for welfare the community following the regulations of Wali Nagari X. The more committed the management is in running a Nagari-Owned Enterprise, the more opportunities for BUMNag to develop in a much better direction, so that with this organizational commitment appropriate programs will be formed. With the needs of society to achieve prosperity.

This study has limitations, including the research data obtained from the answers of respondents based on the questionnaires distributed; the validity of these answers cannot be ascertained because in filling out the questionnaire, the community must experience different circumstances so that the answers given will have variations according to the current situation. Apart from that, the data collection for this study used a printed questionnaire, which had to be done because it was necessary to pay attention to respondents who could not fill out the Google form due to limited abilities. Future researchers are expected to add other variables and increase the number of samples and research objects to make them more reliable. In addition, further research is also expected to examine other places by the circumstances of financial management problems and BUMNag programs that are oriented towards community welfare by considering various other indicators besides social, economic justice and democracy.

## **References**

- Anwar, K., & Aima, M. H. (2020). The Effect of Competence and Motivation on Organizational Commitments and It's Implication on Employee Performance. *Dinasti International Journal of Education Management and Social Science*, 2(1), 112–124. <https://doi.org/10.31933/DIJMS>
- Chrisman, J. J. (2019). Stewardship Theory: Realism, Relevance, and Family Firm Governance. *Entrepreneurship: Theory and Practice*, 43(6), 1051–1066. <https://doi.org/10.1177/1042258719838472>
- Dewi, N. L. S., & Diatmika, I. P. G. (2021). Pengaruh Perputaran Modal Kerja, Perputaran Kas, Perputaran Persediaan dan Perputaran Total Aset Terhadap Tingkat Profitabilitas Badan Usaha Milik Desa untuk Meningkatkan Pendapatan Asli Desa Tahun 2019-2020 (Studi pada Badan Usaha Milik Desa Se-Kabupaten Buleleng). *Jurnal Akuntansi Profesi*, 12(2), 376. <https://doi.org/10.23887/jap.v12i2.35927>
- Dini Rosyada, & Grace Putri J. Kayupa. (2020). Pengaruh Persepsi Alokasi Dana Desa (ADD) dan Badan Usaha Milik Desa (BUMDes) terhadap Kesejahteraan Masyarakat Desa Pendolo Kabupaten Poso. *Jurnal Sinar Manajemen*, 8(1), 57–70. <https://doi.org/10.56338/jsm.v8i1.1661>
- Fadil, S., Mukhzarudfa, & Yustien, R. (2022). The Effect of Accountability and Transparency In SOE Financial Management on The Welfare of The Community of Dharmasraya. *Jambi Accounting Review (JAR)*, 3 (1)(April), 104–120. <https://online-journal.unja.ac.id/JAR/%0D>
- Gusti Ayu Made Rina Widiyaniti, I Gusti Ayu Wimba, & I Gede Aryana Mahayasa. (2021). Pengaruh

- Budaya Organisasi Dan Komitmen Organisasi Terhadap Loyalitas Anggota Bumdes Di Desa Kukuh Winangun. *Journal of Applied Management Studies*, 3(1), 1–8. <https://doi.org/10.51713/jamms.v3i1.41>
- Handoko, D. S., & Rambe, M. F. (2018). Pengaruh Pengembangan Karir dan Kompensasi terhadap Komitmen Organisasi Melalui Kepuasan Kerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 31–45. <https://doi.org/10.30596/maneggio.v1i1.2238>
- Ismail, A., Antong, & Suhardi, A. (2020). *Pengelolaan Anggaran Badan Usaha Milik Desa ( BUMDes ) Kabupaten Luwu*. <http://repository.umpalopo.ac.id/>
- Keay, A. (2017). Stewardship Theory: Is Board Accountability Necessary? *International Journal of Law and Management*, 59(6), 1292–1314. <https://doi.org/https://doi.org/10.1108/IJLMA-11-2016-0118>
- Kusmayadi, D., Rudiana, D., & Badruzaman, J. (2019). *Good Corporate Governance* (I. Firmansyah (ed.); Vol. 3). LPPM Universitas Siliwangi.
- Menyah, K. (2013). *Stewardship Theory BT - Encyclopedia of Corporate Social Responsibility* (S. O. Idowu, N. Capaldi, L. Zu, & A. Das Gupta (eds.); pp. 2322–2329). Springer Berlin Heidelberg. [https://doi.org/10.1007/978-3-642-28036-8\\_107](https://doi.org/10.1007/978-3-642-28036-8_107)
- Meutia, I. F., & Yulianti, D. (2020). Buku Ajar Manajemen BUMN. In *Repository.Lppm.Unila.Ac.Id* (Issue April). [http://repository.lppm.unila.ac.id/16971/1/Soft File Buku Ajar Manajemen BUMN.pdf](http://repository.lppm.unila.ac.id/16971/1/Soft%20File%20Buku%20Ajar%20Manajemen%20BUMN.pdf)
- Ningrum, H. F., Nasution, F., Purboyo, Sartika, D., Suriadi, Yuliana, R., Sudirman, A., Nurlinda, R. A., Marlina, N., Lukitaningias, F., Zilawati, Wardhana, A., Siregar, P., & Sugianingrat, I. A. P. W. (2021). Pengantar Ilmu Manajemen. In Hartini (Ed.), *Pengantar Ilmu Manajemen (Sebuah Pendekatan Konseptual)* (Issue October, pp. 197–206). Bandung: CV Media Sains Indonesia.
- Ningsih, L. K., & Ermawanti, N. M. D. (2023). Peningkatan Kinerja Pegawai melalui Pemberdayaan Sumber Daya Manusia, Kompensasi, dan Komitmen Organisasi Pada Kantor Bumdes Kecamatan Buleleng. *Management Studies and ...*, 4(3), 3001–3008. <https://doi.org/https://doi.org/10.37385/msej.v4i4.2225>
- Nurlinda. (2021). *Akuntansi Sektor Publik: Mengenal Akuntansi Pemerintahan* (Rezhaban & C. Utami (eds.); 1st ed., Vol. 8, Issue 75). Medan: Penerbit PolmedPress.
- Pemerintah Kabupaten Dharmasraya. (2018). *Peraturan Bupati Dharmasraya Nomor 42 Tahun 2018 Tentang Badan Usaha Milik Nagari* (pp. 1–61).
- Pemerintah Republik Indonesia. (2021). *Peraturan Pemerintah 11 Tahun 2021 tentang Badan Usaha Milik Desa* (Issue Badan Usaha Milik Desa, pp. 1–71).
- Pemerintah RI. (2009). *Undang-Undang Republik Indonesia Nomor 11 Tahun 2009 Tentang Kesejahteraan Sosial* (Vol. 5, pp. 12–42). <https://peraturan.bpk.go.id/>
- Pemerintah RI. (2010). *Peraturan Pemerintah Republik Indonesia Nomor 71 Tahun 2010 tentang Standar Akuntansi Pemerintah*.
- Pemerintah RI. (2014). *Undang - Undang Republik Indonesia Nomor 6 Tahun 2014 Tentang Desa*.
- Rakhmat. (2018). *Administrasi dan Akuntabilitas Publik* (A. Pramesta (ed.)). Yogyakarta: Penerbit Andi.
- Saputra, R. (2019). Peranan Badan Usaha Milik Desa (Bumdes) Sebagai Implementasi Ekonomi Kreatif Dalam Rangka Pemberdayaan Masyarakat Desa Jalancagak Kecamatan Jalancagak Kabupaten Subang Provinsi Jawa Barat. *TRANSFORMASI: Jurnal Manajemen Pemerintahan*, 9(1), 15–31. <https://doi.org/10.33701/jt.v9i1.607>
- Supardi, E. L., & Budiwitjaksono, G. S. (2021). Strategi Pengelolaan Badan Usaha Milik Desa (BUMDes) Dalam Upaya Meningkatkan Pendapatan Asli Desa Di Desa Bungurasih. *JEMMA (Journal of Economic, Management and Accounting)*, 4(2), 139. <https://doi.org/10.35914/jemma.v4i2.733>
- Tomisa, M. E., & Syafitri, M. (2020). Pengaruh Badan Usaha Milik Desa Terhadap Pendapatan Asli Di Desa Sukajadi Kecamatan Bukit Batu Kabupaten Bengkalis. *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita*, 9(1), 91–101. <https://doi.org/10.46367/iqtishaduna.v9i1.219>