



THE EFFECTS OF BUDGET MANAGEMENT AND FINANCIAL TRANSPARENCY TOWARD THE EFFECTIVENESS OF FUND UTILIZATION THROUGH THE FINANCIAL ACCOUNTABILITY AT THE DEPARTMENT MINISTRY OF RELIGIOUS AFFAIRS IN MAMUJU REGENCY

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Abstract

This study aims to find the latest model by elaborating on financial accountability in mediating budget management, and financial transparency towards the effectiveness of fund use at the Ministry of Religious Affairs Office of Mamuju Regency. This study was conducted at the Ministry of Religious Affairs Office of Mamuju Regency, lasting for approximately 2 (two) months, namely May 2025 to June 2025. The population in this study were all ASN at the Ministry of Religious Affairs Office of Mamuju Regency, totaling 101 ASN. Data collection techniques were carried out through observation, questionnaires and documentation, while data analysis used Structural Equation Modeling with Partial Least Squares (PLS-SEM).

The results of the study show that: (1) Budget management directly has a positive and significant effect on financial accountability at the Office of the Ministry of Religion of Mamuju Regency, (2) Financial transparency directly has a positive and significant effect on financial accountability at the Office of the Ministry of Religion of Mamuju Regency, (3) Budget management directly has a positive and significant effect on the effectiveness of the use of funds at the Office of the Ministry of Religion of Mamuju Regency, (4) Financial transparency directly has a positive and significant effect on the effectiveness of the use of funds at the Office of the Ministry of Religion of Mamuju Regency, (5) Financial accountability has a positive and significant effect on the effectiveness of the use of funds at the Office of the Ministry of Religion of Mamuju Regency, (6) Budget management directly has a positive and significant effect on the effectiveness of the use of funds through financial accountability at the Office of the Ministry of Religion of Mamuju Regency, (7) Financial transparency directly has a positive and significant effect on the effectiveness of the use of funds through financial accountability at the Office of the Ministry of Religion of Mamuju Regency.

Keywords: Budget Management, Financial Transparency, Effective Use of Funds, Financial Accountability.

INTRODUCTION

Civil Society Public sector organizations have always been viewed as dens of waste, sources of financial leakage, and institutions that consistently suffer losses. These public demands are in line with Law Number 22 of 1999 and Law Number 25 of 1999, which serve as the basis for a series of institutional reforms to create *good governance*, namely clean, economical, effective, transparent, responsive, and accountable governance. Indications of losses to public sector organizations were found in budget management due to corruption cases, with the indicated value of state losses reaching Rp. 144,762 trillion (antikorupsi.org, 2019). In line with these facts, public sector organizations must pay attention to *Value for Money* (VFM) in carrying out its activities in order to perform regarding budget management (Purwiyanti, 2017)

The performance of budget management is further reflected as *value for money* as a measurement of the performance of public sector organizational management based on three main elements, namely economy, efficiency, and effectiveness (Purwiyanti, 2017). Budget management performance is the result of the use of the budget from activities/programs and activities that have been achieved which are measured by the amount and level of quality (Article 1 Paragraph 35 of Government Regulation No. 58 of 2005). In public sector accounting there are two types of budgets, namely the State and Regional Budgets APBN/APBD and the Company's Activity and Budget Plan (RKAP), namely the business budget of each type of BUMN/BUMD as well as public legal entities or public-private partnerships. The budget is said to perform measurably if it has reported finances that must be implemented with clear, neat bookkeeping, and regional financial management must be implemented healthily including its administration system (Aprianti and Riharjo, 2017). To obtain a performing budget report, a good governance mechanism is needed, namely paying attention to accountability, transparency, and supervision.

Public accountability is the principle of public accountability which means that the obligation of the trustee (agent) to provide accountability, present, report, and disclose all activities and activities that are his responsibility to the trustee (principal) (Faisal, 2009). Based on PP Number 71 of 2010, it states that accountability is carried out to account for the management of resources and the implementation of policies entrusted to the reporting entity in achieving the goals that have been set periodically. The realization of accountability can be seen based on honesty accountability and legal accountability, process accountability, program accountability and policy accountability (Mardiasmo, 2018). Every budget implementation requires accountability and is open to audit to ensure the efficiency and effectiveness of a budget, so that it can be effective in achieving goals and objectives (Arifani, 2018; Purwiyanti, 2017; Pertiwi, 2015; Damayanti, 2018; Aprianti and Riharjo, 2017; Nababan et al., 2018)

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Effectiveness of Fund Use is a determining variable in the realization of accountability and transparency, namely activities to ensure that the collection of regional revenues and the spending of regional expenditures run in accordance with the plans, rules, and objectives that have been set (Kaihatu, 2006). Based on the provisions of Law Number 32 of 2004 concerning

Regional Government, supervision is the assessment, evaluation, and control of the entire process of inspection activities that aim to ensure that planning and implementation run optimally and achieve the goals set by the organization. The essence of supervision is to prevent as early as possible deviations, waste, misappropriation, obstacles, errors and failures in achieving goals and implementing organizational tasks. In an effort to realize public sector supervision, 3 (three) measurable dimensions are needed, namely input (input) supervision, supervision process and output (output) supervision (Mardiasmo, 2018). Because supervision is carried out to minimize budget leakage which is carried out in accordance with the law effectively (Arifani, 2018; Purwiyanti, 2017; Pertiwi, 2015; Damayanti, 2018; Aprianti and Riharjo, 2017; Nababan et al., 2018)

Commission VIII of the House of Representatives of the Republic of Indonesia (DPR RI) approved the Ministry of Religious Affairs' proposed 2025 Reconstruction Budget of Rp. 12,319,556,767,000, up from the initial budget ceiling of Rp. 78,552,159,184,000. This brings the final budget ceiling for 2025 to Rp. 66,232,602,397,000.

Minister of Religious Affairs Nasaruddin Umar revealed that this budget efficiency was carried out based on Presidential Instruction Number 1 of 2025. "The amount of the 2025 efficiency reconstruction budget for the Ministry of Religious Affairs based on the minutes of the coordination meeting between the Ministry of Religious Affairs and the Ministry of Finance was allocated at Rp. 12,319,556,767,000. The efficiency determination is based on Pure Rupiah funding sources of Rp. 8,892,777,992,000.00, PNBP (Non-Tax State Revenue) of Rp. 866,425,185,000.00, BLU (Public Service Agency) of Rp. 1,744,126,244,000.00, and SBSN (State Sharia Securities) of Rp. 816,227,346,000.

Based on the background description, the researcher is interested in writing a thesis with the title *"The Effects of Budget Management And Financial Transparency Toward The Effectiveness of Fund Utilization Through The Financial Accountability At The Department Ministry of Religious Affairs In Mamuju Regency"*.

LITERATURE REVIEW

Budget Management

According to Syaipudin (2019), in his journal it is explained that three legislative packages were issued, namely Law No. 17 of 2003 concerning State Finance, Law No. 1 of 2004 concerning State Treasury, and Law No. 15 of 2004 concerning Audit of State Financial Management and Accountability.,brought significant changes to state financial management in Indonesia. The government outlined a performance-based budgeting approach, an integrated budget, and a medium-term expenditure framework to improve efficiency and accountability. However, challenges remain, such as the lack of adequate implementing regulations, leading to multiple interpretations in implementation. Law No. 17 of 2003 affirms principles such as results-oriented accountability, professionalism, proportionality, transparency, and audits by an independent and autonomous audit body as the foundation for state financial reform.

Financial Transparency

Coryanata (2007) stated that transparency is built on the basis of a free flow of information. All government processes, institutions, and information need to be accessible to interested parties, with criteria including the announcement of budget policies and the availability of timely accountability reports. Annisa Ningrum (2010:2) emphasized that transparency is providing open and honest financial information to the public who have the right to know the overall management of resources. Akbar (2012:2) added that public accountability and openness are two sides of the same coin that cannot be separated in good governance (*Good Governance*), including in the participatory budget planning and implementation process.

Accountability

In public, the government must be accountable for the management of the APBN or APBD to the DPR or DPRD as representatives of the public, in accordance with the principles of agency theory, where the government is an agent of the people (Hery, 2017). The Inspectorate General as a steward has an important role in achieving good governance by providing advice to auditees to improve the effectiveness of financial management. Hery (2017:238) defines internal audit as “an assessment function developed independently within an organization to test and evaluate activities as a form of service to the organization.” The Institute of Internal Auditors (2017:29) states internal audit as “an independent assessment function established within an organization to be examined and evaluated as a service to the organization.” Internal audit helps ensure the achievement of public organization goals systematically.

Theory of Effectiveness

Effectiveness generally indicates the level of achievement of results, namely the achievement of regional government goals according to planned needs (Minister of Home Affairs Regulation No. 13 of 2006 Article 4 paragraph 4). Permata Wesha (1992) explains effectiveness as the ability to succeed in a work by considering economic, physiological, psychological, and social aspects. Amin Tunggal Widjaya (1993) states that effectiveness is the result of decisions that help achieve the organization's mission. According to Mardiasmo (2017), effectiveness is a measure of the success or failure of achieving an organization's goals, while Mahmudi (2010) emphasizes effectiveness as the relationship between outputs and goals or targets that must be achieved. Effectiveness is also defined as the ability to choose the right method in achieving goals (Handoko, 1995).

Thinking Framework

This study analyzes the influence of Budget Management and Financial Transparency on the Effectiveness of Fund Use through Financial Accountability at the Ministry of Religious Affairs Office in Mamuju Regency. Budget Management and Financial Transparency serve as

independent variables, and Effectiveness of Fund Use serves as dependent and mediating variables (Baron & Kenny, 1986).

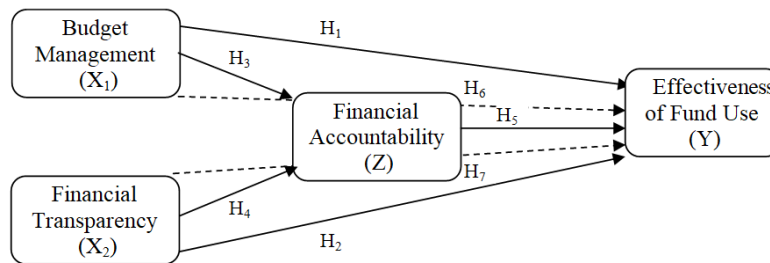


Figure 1 Conceptual Framework

METHOD

Research Design

This research uses a descriptive quantitative approach that focuses on collecting numerical data and analyzing statistics to test the relationships between variables. Sugiyono (2017) states that a quantitative approach is a research method that emphasizes the collection and analysis of numerical data to test hypotheses. According to Creswell (2014), a quantitative approach allows researchers to objectively measure variables and obtain a picture of cause-and-effect relationships. Meanwhile, Neuman (2014) explains that quantitative research is a strategy aimed at testing theories and generalizing research results to a wider population.

Population, Sample and Sampling Techniques

The study population included all 487 employees of the Ministry of Religious Affairs Office in Mamuju Regency, divided into several job categories. Sugiyono (2017) stated that the population is the entire research object targeted for data collection. Purposive sampling was chosen to select 101 employees who met specific criteria. According to Etikan, Musa, and Alkassim (2016), purposive sampling is a sampling technique based on specific characteristics relevant to the research objectives. Furthermore, Patton (2002) stated that purposive sampling is useful for obtaining the most informative and appropriate samples.

Research Instruments

The main instrument, a questionnaire with a 5-point Likert scale, was used to measure respondents' perceptions and attitudes. Sugiyono (2017) explains that the Likert scale is used to measure respondents' attitudes, opinions, and perceptions of a research variable. The questionnaire was distributed online via Google Forms to make data collection more efficient. According to Fraenkel and Wallen (2009), the online questionnaire survey method "facilitates access and accelerates data collection." Furthermore, direct observation was conducted to strengthen data validity, as explained by Yin (2014) who stated that observation is an important data collection technique in both qualitative and quantitative research to obtain empirical data in the field.

Data Collection Procedure

1. Data Types

The data collected is quantitative, in the form of numbers, and can be analyzed statistically. This data allows for testing the relationships between variables using appropriate analytical techniques.

2. Data source

The primary data source was primary data obtained directly from respondents through questionnaires and observations. Additionally, secondary data, in the form of documents and financial reports from the Ministry of Religious Affairs Office, were analyzed to supplement the information.

3. Documentation Study

Documentation is used to gather supporting data from relevant archives, reports, and official documents. This helps strengthen research findings with valid written evidence.

Data analysis

1. Measurement Model (Outer Model)

Before testing the hypotheses, the validity and reliability of the instruments were first tested. Validity consists of convergent and discriminant validity, to ensure the instruments accurately measure variables and are distinct from each other. Reliability was measured using Cronbach's alpha and composite reliability to assess data consistency.

2. Hypothesis Testing

The hypothesis was tested using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. The test employed bootstrapping techniques to obtain t-statistics and p-values, which were used to determine whether the relationship between variables was significant. The hypothesis was accepted if the t-value was greater than the t-table and the p-value was less than 0.05.

RESEARCH RESULTS AND DISCUSSION

Research result

1. Description of Respondent Answer Variables

The variables in this study include Budget Management (X_1), Financial Transparency (X_2), and Effectiveness of Fund Use (Y). Each variable is measured by three questions that describe important aspects of financial management in an organization. Budget Management (X_1) measured through aspects of budget planning, implementation, and oversight. Of the 101 respondents, the majority gave good to excellent ratings. For example, for item $X1_1$ on planning, 60.40% rated it as good and 37.62% as excellent. A similar trend occurred for

budget implementation and oversight, which received positive ratings of over 97% in the good and excellent categories.

Financial Transparency (X₂) assessing the transparency and clarity of financial information and ease of access to financial reports. Most respondents gave good and very good ratings, with dominant percentages ranging from 68-78% for good and 20-31% for very good, indicating good transparency within the organization. Effectiveness of Fund Use (Y) Measures how appropriately, efficiently, and beneficially funds are used in an organization. The majority of respondents rated the effectiveness of funds as good (59-68%) and very good (25-38%). Only a small proportion gave a fair rating, with no respondents giving a poor rating..

Table 1. Frequency Distribution of Budget Management Variables (X₁)

Item	Information	Total Respondents	Percentage (%)
X1_1	Very Good (5)	38	37,62
	Good (4)	61	60,40
	Enough (3)	2	1,98
X1_2	Very Good (5)	49	48,51
	Good (4)	50	49,50
	Enough (3)	2	1,98
X1_3	Very Good (5)	21	20,79
	Good (4)	77	76,24
	Enough (3)	3	2,97

Source: Processed data, 2025

Table 2. Frequency Distribution of Financial Transparency Variable (X₂)

Item	Information	Total Respondents	Percentage (%)
X2_1	Very Good (5)	31	30,69
	Good (4)	69	68,32
	Enough (3)	1	0,99
X2_2	Very Good (5)	21	20,79
	Good (4)	79	78,22
	Enough (3)	1	0,99
X2_3	Very Good (5)	28	27,72
	Good (4)	71	70,30
	Enough (3)	2	1,98

Source: Processed data, 2025

Table 3. Frequency Distribution of the Effectiveness of Fund Use Variable (Y)

Item	Information	Total Respondents	Percentage (%)
Y_1	Very Good (5)	26	25,74

	Good (4)	69	68,32
	Enough (3)	6	5,94
Y_2	Very Good (5)	38	37,62
	Good (4)	60	59,41
	Enough (3)	3	2,97
Y_3	Very Good (5)	33	32,67
	Good (4)	64	63,37
	Enough (3)	4	3,96

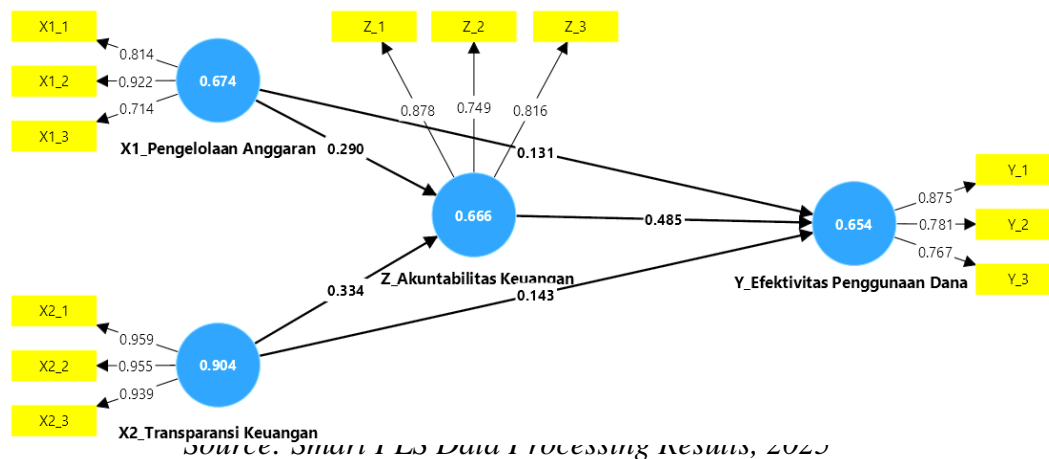
Thus, these three variables received positive assessments from respondents, with the majority rating them as good to very good, indicating effective, transparent, and efficient financial management within the organization.

2. Model Analysis and Proof of Discussion

This study employed a quantitative approach using Partial Least Squares-based Structural Equation Modeling (PLS-SEM). This method was chosen to examine the relationships between variables in complex models, including mediation testing. Significance testing was performed using bootstrapping techniques to calculate t-statistics and p-values to ensure significant inter-variable influence.

a. Measurement Model (Outer Model)

The measurement model, or outer model, focuses on testing the validity and reliability of the instrument. Validity ensures the instrument measures what it is supposed to measure, and reliability indicates the consistency of the results. Testing was conducted on 101 respondents who had passed the screening stage.



b. Convergent Validity Test

This test measures the extent to which an indicator represents its construct, with a loading factor value of >0.7 as the benchmark. All research variable indicators meet this requirement, meaning they are valid.

Tabel 4 Outer Loading

Code	X	AND	Z1	Z2	Information
X1_1	0.814				All Valid
X1_2	0.922				
X1_3	0.714				
X2_1		0.959			All Valid
X2_2		0.955			
X2_3		0.939			
Y_1			0.875		All Valid
Y_2			0.781		
Y_3			0.767		
Z_1				0.878	All Valid
Z_2				0.749	
Z_3				0.816	

Source: Smart PLS Data Processing Results, 2025

The AVE (Average Variance Extracted) value which represents convergent validity also meets the standard (>0.5):

Table 5 AVE

Variables	AVE value
X1_Budget Management	0.674
X2_Financial Transparency	0.904
Y_Effectiveness of Use	0.654
Z_Financial Accountability	0.666

c. Discriminant Validity Test

Discriminant validity was tested using cross-loading and the Fornell-Larcker Criterion. In cross-loading, each indicator showed the highest value on its own construct compared to other constructs, indicating no discriminant validity issues.

Table 6 Cross Loading (Partial example)

Code	X	AND	Z1	Z2
X1_1	0.814	0.195	0.336	0.373
X2_1	0.400	0.959	0.397	0.479
Y_1	0.395	0.389	0.875	0.592
Z_1	0.344	0.288	0.472	0.878

The Fornell-Larcker Criterion also strengthens this finding with the AVE value of the indicator against its own variable being higher than other variables:

Tabel 7 Fornell Larcker Criterion

Variables	X1	X2	AND	WITH
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X1_Budget Management	0.821			
X2_Financial Transparency	0.384	0.951		
Y_Effectiveness of Use	0.389	0.409	0.809	
Z_Financial Accountability	0.418	0.445	0.603	0.816

3. Structural Model Testing (Inner Model)

Inner model testing looks at the relationship between constructs, significance values, and model strength as seen from the R-Square.

Table 8 R-Square Test

Variables	R-Square
Y_Effectiveness of Use	0.405
Z_Financial Accountability	0.272

This means that 40.5% of the variation in Effectiveness of Fund Use is influenced by Budget Management and Financial Transparency, while 27.2% of the variation in Financial Accountability is influenced by the same variables.

Table 9 F-Square Test

Variables	f-Square	Information
X1 -> Y	0.037	Little Influence
X1 -> Z	0.088	Little Influence
X2 -> Y	0.049	Little Influence
X2 -> Z	0.110	Little Influence
Z1 -> Y	0.200	Moderate Influence

All variables in this study were convergently and discriminantly valid. The relationships between variables indicate that budget management and financial transparency have a significant, though small, influence on the effectiveness of fund use and financial accountability. Financial accountability has a moderate influence on the effectiveness of fund use. This model demonstrates sufficiently robust results to describe the relationships between variables in the research context.

4. Statistical Hypothesis

The following is a summary of the results of statistical testing using SmartPLS with the bootstrapping method:

- a. The first hypothesis (H_1) regarding the influence of budget management on financial accountability is proven to be significant, indicated by a t-statistic of $2.625 > 1.96$ and a p-value of $0.009 < 0.05$. This confirms that budget management has a positive influence on financial accountability.
- b. The second hypothesis (H_2) regarding the influence of financial transparency on financial accountability was also accepted with a t-statistic of 3.119 and a p-value of 0.002 , indicating that financial transparency increases accountability.

- c. The third hypothesis (H₃) states that budget management has a positive effect on the effectiveness of fund use, supported by a t-statistic of 2.087 and a p-value of 0.037.
- d. The fourth hypothesis (H₄) regarding the influence of financial transparency on the effectiveness of fund use is proven by the t-statistic of 2.213 and p-value of 0.027.
- e. The fifth hypothesis (H₅) which states that financial accountability has a positive impact on the effectiveness of the use of funds received with a t-statistic of 4.635 and a p-value of 0.027.

An indirect effect analysis was used to test the role of financial accountability as an intervening variable. The results were:

- d. The sixth hypothesis (H₆) which states that budget management has a significant effect on the effectiveness of fund use through proven financial accountability, with a t-statistic of 2.310 and a p-value of 0.021.
- e. The seventh hypothesis (H₇) regarding the influence of financial transparency on the effectiveness of the use of funds mediated by financial accountability was also accepted, with a t-statistic of 2.860 and a p-value of 0.004.

Thus, both budget management and financial transparency have a positive and significant impact on financial accountability and the effectiveness of fund use. Financial accountability plays a crucial role as a mediator, strengthening the relationship between budget management and financial transparency and the effectiveness of fund use.

Discussion

1. The Impact of Budget Management on Financial Accountability

The research results show that budget management has a positive and significant impact on financial accountability at the Ministry of Religious Affairs Office in Mamuju Regency. Realistic budget management, implementation according to procedures, and budget monitoring and evaluation through performance audits have supported increased accountability. With good budget management, organizations can carry out financial functions in an orderly, efficient, and transparent manner, while avoiding irregularities. For example, smooth disbursement of funds due to procedural submission documents supports proper accountability. This finding aligns with previous research that emphasizes the importance of budget management in maintaining accountability and public trust.

2. The Impact of Financial Transparency on Financial Accountability

Financial transparency has also been shown to have a positive and significant impact on financial accountability. The availability of easily accessible financial reports, transparency in the decision-making process, and regular financial reporting through digital tools such as the SAKTI and OM-SPAN applications strengthen accountability at the Mamuju Regency Ministry of Religious Affairs Office. The use of digital technology improves internal communication and facilitates real-time monitoring of budget realization, thereby reducing the risk of data manipulation and increasing public trust. These findings align with other

studies highlighting the role of transparency and technology in strengthening public financial accountability.

3. The Influence of Budget Management on the Effectiveness of Fund Use

Research also demonstrates that budget management has a positive and significant impact on the effectiveness of fund utilization. Management, which includes proper planning, disciplined implementation, and strict oversight, supports efficient and targeted fund utilization. At the Ministry of Religious Affairs in Mamuju, the SAKTI and OM-SPAN applications facilitate this process by ensuring integrated budget documents and real-time monitoring of budget realization. This reduces the risk of activity delays, sudden budget revisions, and inappropriate payments. These findings support other research showing that good budget management improves the effectiveness of fund utilization in the public sector.

4. The Influence of Financial Transparency on the Effectiveness of Fund Use

Research shows that financial transparency has a positive and significant impact on the effectiveness of fund utilization at the Ministry of Religious Affairs Office in Mamuju Regency. The availability of easily accessible financial reports, transparency in the decision-making process, and regular reporting through digital tools such as the SAKTI and OM-SPAN applications are important factors. The SAKTI application manages all budget transactions digitally, while OM-SPAN serves as a real-time monitoring tool that oversees budget realization. This transparency ensures data-driven planning, disciplined implementation, and strict oversight, resulting in more effective fund utilization. This research aligns with the findings of Halim & Kusufi (2018) and Rahayu (2020) who emphasized the role of technology in increasing the effectiveness of government spending. In conclusion, financial transparency supported by modern technology improves the timeliness of fund disbursement and the achievement of budget performance indicators.

5. The Influence of Financial Accountability on the Effectiveness of Fund Use

Financial accountability has also been shown to have a significant positive impact on the effectiveness of fund use. The rigorous document review and budget validation process prior to disbursement at the Mamuju KPPN, using the SAKTI and OM-SPAN applications, minimizes errors and misuse of funds. This procedure accelerates timely fund disbursement and facilitates audits, increasing stakeholder trust. These findings align with research by Ridho Pratama (2023), which demonstrates accountability as a key prerequisite for effective and efficient fund use. Therefore, financial accountability is key to ensuring funds are used in accordance with their intended purpose and applicable regulations.

6. The Influence of Budget Management on the Effectiveness of Fund Use through Financial Accountability

Research has found that budget management has a positive effect on the effectiveness of fund use, but this influence is strengthened by the role of financial accountability as a mediator. Realistic and procedural budget management improves financial accountability, which in turn encourages effective fund use. With the support of the SAKTI and OM-SPAN applications, the budget management process is transparent, documented, and monitored in

real time, increasing trust and encouraging optimal fund use. These findings are consistent with public financial governance theory, which states that accountability is the bridge between budget management and effective fund use (Mahmudi, 2016).

7. The Influence of Financial Transparency on the Effectiveness of Fund Use through Financial Accountability

Financial transparency also influences the effectiveness of fund use through the role of financial accountability as a mediator. Transparency in financial reports and budget decision-making processes enhances accountability, which in turn strengthens the effectiveness of fund use. Modern information systems such as SAKTI and OM-SPAN support this transparency by recording and monitoring transactions in real time, reducing the risk of irregularities and accelerating the fund disbursement process. This research aligns with good governance theory, which places transparency as the foundation of organizational accountability and performance (Mahmudi, 2016; Halim & Kusufi, 2018). Therefore, financial transparency and accountability integrated through technology are key to increasing the effectiveness of fund use at the Ministry of Religious Affairs Office in Mamuju Regency.

CONCLUSION

Based on the results of the research that has been conducted, the author draws several important conclusions regarding the influence of budget management, financial transparency, and financial accountability on the effectiveness of fund use at the Ministry of Religion Office of Mamuju Regency.

First, budget management has a positive and significant impact on financial accountability. This indicates that budget management carried out realistically, disciplined, and in accordance with procedures can improve the level of financial accountability in the agency. Second, financial transparency has also been shown to have a significant positive impact on financial accountability, particularly through the use of digital systems such as the SAKTI and OM-SPAN applications, which facilitate transparent budget access, reporting, and oversight. Furthermore, budget management and financial transparency both contribute positively and significantly to the effectiveness of fund use. Good management and transparency of financial information ensure that funds are used on time, according to plan, and without deviation. Financial accountability also plays a crucial role by providing strict control over the fund use process, thus supporting optimal fund use effectiveness. This study found that financial accountability acts as a mediator, strengthening the influence of budget management and financial transparency on the effectiveness of fund use. In other words, increased financial accountability can bridge and strengthen this relationship, resulting in more efficient and responsible fund use.

Thus, budget management and financial transparency, supported by financial accountability, significantly contribute to improving the effectiveness of fund use at the Ministry of Religious Affairs Office in Mamuju Regency. This underscores the importance of integrating these three aspects in public financial governance.

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