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# The Effect Of The Village Financial System, Transparency, And The Role Of Village Officials On The Accountability Of Village Fund Management In Bungaraya District, Siak Regency

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**Abstract**

*This study aims to analyze the effect of the village financial system, transparency, and the role of village officials on the accountability of village fund management in Bungaraya District, Siak Regency. This research employs a quantitative method with a survey approach by distributing questionnaires to village officials directly involved in village fund management. The population consists of 10 villages in Bungaraya District, with a sample of 40 respondents comprising village heads, village secretaries, village treasurers, and members of the Village Consultative Body (BPD), selected through purposive sampling. Data were analyzed using multiple linear regression with the assistance of SPSS 26. The results indicate that the village financial system has a positive and significant effect on the accountability of village fund management (sig. 0.034), transparency has a positive and significant effect (sig. 0.047), and the role of village officials has a positive and significant effect (sig. 0.015). Simultaneously, the three variables also have a positive and significant effect on the accountability of village fund management (sig. 0.000), contributing 41.3 percent. These findings indicate that strengthening the village financial system, improving transparency, and optimizing the role of village officials can jointly enhance the accountability of village fund management.*

**Keywords: Village Financial System, Transparency, Role of Village Officials, Accountability, Village Fund Management.**



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## 1. INTRODUCTION

Villages play a strategic role in supporting regional development and community welfare. Like the central and regional governments, village governments are also required to fulfill the principle of accountability for the performance they carry out (Suaib Suharjoni et al., 2026). Law Number 6 of 2014 concerning Villages grants broad authority to village governments to manage potential and resources in order to improve community welfare, including managing development funds independently (Rizqi et al., 2023). Since its implementation in 2015, the allocation of the village fund program has continued to increase as a manifestation of the government's commitment to accelerating village development and reducing regional disparities (Sasongko, 2020). The large budget managed by villages requires an effective, accountable, and transparent management system in order to minimize the potential for public financial irregularities (Erwinsyah et al., 2025).

Based on Minister of Home Affairs Regulation Number 113 of 2014 concerning Village Financial Management, accountability is one of the main principles alongside transparency, participation, and budgetary discipline and orderliness. Although the regulations clearly govern these matters, implementation in the field still faces various obstacles. In Siak Regency, the problems identified include uneven human resource capacity among village officials, limited technological infrastructure, weak internal oversight, delays in reporting, and minimal community participation in oversight. These conditions increase the potential for irregularities in village fund management, so this study focuses on three factors suspected of influencing accountability, namely the village financial system, transparency, and the role of village officials.

Bungaraya District consists of 10 villages that manage village funds to support infrastructure development and community empowerment. Field phenomena show that the implementation of the village financial system is not yet optimal, marked by the limited ability of village officials to operate the system, delays in preparing reports, and a lack of information disclosure to the community. In terms of transparency, indications were found of fictitious accountability reports (SPJ) for a road construction activity reported as completed in 2024, when in fact the work had not been carried out and the documentation used was suspected to be photographs from activities in a previous year. In terms of the role of village officials, the quality of human resources in carrying out administrative and public service functions remains limited, so the performance of village apparatus has not been optimal.

Previous research on the determinants of village fund management accountability has generally been partial in nature, focusing on one or two variables without linking them to other important factors, and has rarely examined research objects in the Siak region. Studies that simultaneously test the effect of the village financial system, transparency,


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and the role of village officials on accountability remain relatively limited, particularly for specific regional characteristics. This gap forms an important basis for this study to integrate these three variables into a single, comprehensive analytical model for the Bungaraya District area.

Based on the description above, this study aims to examine the effect of the village financial system, transparency, and the role of village officials, both partially and simultaneously, on the accountability of village fund management in Bungaraya District, Siak Regency. The results of this study are expected to provide theoretical contributions to the development of public sector accounting science, as well as practical contributions for village governments in improving the quality of transparent and accountable village financial governance.

The contribution of this study also lies in its use of an integrated approach that places the aspects of the system, information disclosure, and human resource capacity within a single analytical framework, rather than testing the three separately as has been done in many previous studies. This approach is important because, in practice, these three aspects do not stand alone but influence one another in the field. A good system without being supported by information transparency and adequate apparatus capacity has the potential to be less than optimal in promoting accountability, and vice versa. Thus, this study is expected to provide a more complete picture of the determinant factors of village fund management accountability, particularly in areas with geographic and socio-economic characteristics similar to those of Bungaraya District.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1 Stewardship Theory

Stewardship theory describes how a manager (steward) carries out their duties to achieve goals aligned with the interests of the party granting the mandate (the principal) (Davis, 1991). In the context of village fund management, the village government acts as a steward that acts on the trust of the community as the principal, and is therefore obliged to manage resources faithfully for the common good, not personal interests (Handayani et al., 2025; Yustikasari, 2022). This theory emphasizes the importance of empowerment, open communication, and cooperation, so that the accountability of village fund management is reflected through transparency in budget use, honest and timely reporting, and community involvement in oversight (Murtaza et al., 2021).

Unlike agency theory, which assumes a conflict of interest between the principal and the agent and therefore requires strict oversight mechanisms, stewardship theory assumes that a steward is inherently intrinsically motivated to act for the collective interest, driven by a sense of ownership, loyalty, and identification with organizational goals. In the context of village government, this approach is relevant because village


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officials generally come from and live among the community they serve, so the relationship of trust that is built tends to be more personal and longer-term than the agency relationships found in business organizations. Therefore, the strengthening of the system, information disclosure, and the capacity of village officials in this study is viewed as an instrument that strengthens the steward's capacity to fulfill its mandate, rather than merely as an oversight tool to prevent irregularities.

### 2.2 Village Financial System

The village financial system (Siskeudes) is an application developed by the Financial and Development Supervisory Agency (BPKP) together with the Ministry of Home Affairs to support the integrated recording, reporting, and oversight of village finances (Irwan et al., 2025). This system covers the input of administrative documents, receipts, budget plans (RAB), payment requests (SPP), tax payment slips (SSP), as well as budgeting reports and other administrative documents. Good implementation of the village financial system is considered capable of improving the quality of village financial reports and strengthening transparency and accountability (Susano & Rachmawati, 2024).

The success of implementing the village financial system is influenced by several factors, including the competence of village officials in operating the application, the availability of information technology facilities and infrastructure such as adequate computers and internet networks, and ongoing support and guidance from the regional government. The absence of any one of these factors has the potential to hinder the optimization of the system's benefits, as reflected in the conditions in several villages in Bungaraya District that still face limited human resource capacity to operate the application independently.

### 2.3 Transparency

Transparency is the principle of openness that gives the community equal rights and access to know the process of managing the village budget (Moses & Junaidi, 2024). This principle is realized through the involvement of village officials, the BPD, the LPMD, and community leaders in decision-making regarding village fund management (Pratiwi et al., 2024). A budget is said to be transparent if there is an announcement of budget policy, easily accessible documents, timely accountability reports, accommodation of community proposals, and a system for providing information to the public.

Transparency also functions as an early prevention instrument against irregularities, because information disclosure allows the community and oversight bodies such as the BPD to verify the conformity between plans, realization, and accountability reports on the use of village funds. The easier it is for the community to access


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information about the Village Budget (APBDesa), the greater the space for public participation in overseeing the village development process, so transparency and community participation are essentially two sides of the same coin that complement each other in achieving good village governance.

### 2.4 Role of Village Officials

The role of village officials is the contribution of apparatus in helping the village head formulate policies and carry out the management of village resources (Rini & Sjarief, 2022). Understanding, skills, technical expertise, and work initiative are important factors that contribute to improving the accountability of fund management by village officials (Arifin et al., 2023; Masruroh et al., 2024).

In addition to technical competence in accounting and financial administration, non-technical abilities (soft skills) such as communication, leadership, and problem-solving also determine the effectiveness of village officials in carrying out their functions. Proactive village officials with high initiative tend to be able to anticipate administrative problems before they develop into larger issues, so that the process of village fund management can run more smoothly with fewer recording errors and reporting delays.

### 2.5 Accountability of Village Fund Management

The accountability of village fund management is the obligation of the village government to account for the use of the budget to the community as well as to higher levels of government (Marlina et al., 2021). Accountability is realized through planning, implementation, administration, reporting, and accountability that involves community participation and is openly overseen, thereby preventing irregularities and increasing public trust (Mardiasmo, 2020).

### 2.6 Hypothesis Development

An effectively implemented village financial system helps village governments carry out systematic recording and reporting, thereby minimizing irregularities and increasing accountability (Susano & Rachmawati, 2024). This finding is supported by research from Karim et al. (2023), Arfiansyah (2020), and Novithasari et al. (2025), which shows that the village financial system has a positive and significant effect on the accountability of village fund management. Based on this description, the first hypothesis is formulated as follows.

**H1: The village financial system has a positive and significant effect on the accountability of village fund management in Bungaraya District, Siak Regency.**


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Transparency reflects the sense of responsibility of village officials as stewards in managing village resources and policies. Information disclosure gives the community the opportunity to exercise social control, thereby minimizing irregularities and increasing accountability (Astuti et al., 2021; Atira et al., 2025). The research results of Ulfi and Erly (2023) as well as Murapi and Astarini (2025) show that transparency has a positive and significant effect on the accountability of village fund management. Based on this description, the second hypothesis is formulated as follows.

**H2: Transparency has a positive and significant effect on the accountability of village fund management in Bungaraya District, Siak Regency.**

The active role of village officials in carrying out governance functions plays a crucial role in strengthening the accountability of village governance (Rindorindo et al., 2021). Village officials with good competence, integrity, and work initiative are able to manage fund allocations accountably (Masruroh et al., 2024). Research by Sindi and Mulyaningtyas (2025), Arifin et al. (2023), and Rini and Sjarief (2022) shows that the role of village officials has a positive and significant effect on the accountability of village fund management. Based on this description, the third hypothesis is formulated as follows.

**H3: The role of village officials has a positive and significant effect on the accountability of village fund management in Bungaraya District, Siak Regency.**

The village financial system, transparency, and the role of village officials are three interrelated factors in achieving effective, transparent, and accountable village financial governance. A good village financial system produces accurate reports, transparency allows the community to access information and conduct oversight, while competent village officials ensure that the entire management process runs in accordance with regulations (Nurhidayati et al., 2025). Based on this description, the fourth hypothesis is formulated as follows.

**H4: The village financial system, transparency, and the role of village officials simultaneously have a positive and significant effect on the accountability of village fund management in Bungaraya District, Siak Regency.**

### 2.7 Previous Research

A number of previous studies relevant to this research are summarized in Table 1 below as references to strengthen the theoretical argument and to show the position of this study among prior studies.


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**Table 1. Summary of Previous Research**

| Researcher (Year) | Variables | Research Results |
|---|---|---|
| Sindi & Mulyaningtyas (2025) | Role of Village Officials, Internal Control System, Accountability | The role of village officials has a significant effect on the accountability of village fund management. |
| Karim et al. (2023) | Village Financial System, Internal Control System, Accountability | The village financial system and internal control system have a significant positive effect on accountability. |
| Arfiansyah (2020) | Village Financial System, Government Internal Control System, Accountability | The village financial system affects the accountability of village fund management. |
| Ulfi & Erly (2023) | Transparency, Budget Goal Clarity, IT, Regulatory Compliance, Accountability | Transparency and IT implementation have a significant positive impact on accountability. |
| Murapi & Astarini (2025) | Accountability, Transparency, Village Fund Management | Transparency has a positive and significant effect on village fund management. |
| Novithasari et al. (2025) | Village Financial System, Transparency, Government Internal Control System, Accountability | All three variables individually have a significant effect on accountability. |
| Rini & Sjarief (2022) | Role of Village Officials, IT, Accountability | The role of village officials and IT utilization have a significant positive effect. |
| Putri & Kusumawardani (2025) | Competence, Transparency, Participation, Internal | Competence, transparency, and internal control system affect accountability. |


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| | | |
|---|---|---|
| | Control System, Accountability | |
| Arifin et al. (2023) | Role of Village Officials, Accountability | Village officials play a role in achieving the accountability of village fund management. |

*Source: Data processed by the researcher, 2026.*

Unlike these studies, which generally test variables partially or in combination with the internal control system, this study places the village financial system, transparency, and the role of village officials as a single model tested simultaneously in the context of Bungaraya District, Siak Regency, whose social characteristics and apparatus capacity are relatively different from previous research locations, thereby having the potential to yield distinctive findings.

## 3. RESEARCH METHODOLOGY

This study uses a quantitative method with primary data collected through the distribution of questionnaires (Sugiyono, 2022). The research was conducted in 10 villages in Bungaraya District, Siak Regency, over a six-month period from January to June 2026. The dependent variable in this study is the accountability of village fund management (Y), while the independent variables consist of the village financial system (X1), transparency (X2), and the role of village officials (X3). All variables were measured using a 1–5 Likert scale.

The study population includes all village officials in the 10 villages of Bungaraya District. The sample was determined using purposive sampling with criteria for respondents directly involved in village fund management, namely village heads, village secretaries, village treasurers, and members of the Village Consultative Body (BPD) in each village, resulting in a total of 40 respondents (4 respondents × 10 villages). This criterion selection is supported by stewardship theory, which positions village apparatus as the party that best understands the implementation of the village financial system, transparency, and the accountability of village fund management (Murtaza et al., 2021), and is consistent with previous studies such as Arfiansyah (2020), Karim et al. (2023), and Novithasari et al. (2025), which used similar respondents.

Data were analyzed using data quality tests (validity and reliability), classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression analysis, and hypothesis testing (F-test, t-test, and coefficient of determination) with the assistance of SPSS version 26 (Ghozali, 2021). The regression model used is formulated as follows:


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$$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + e$$

Where: Y = accountability of village fund management; α = constant; β1, β2, β3 = regression coefficients; X1 = village financial system; X2 = transparency; X3 = role of village officials; e = error term.

### 3.1 Variable Operationalization

The operational definitions and indicators of each research variable are presented in Table 2 below.

**Table 2. Operationalization of Research Variables**

| Variable | Indicators | Scale |
|---|---|---|
| Accountability of Village Fund Management (Y) | Formulation of financial plans; implementation and financing of activities; evaluation of financial performance; financial reporting | Likert |
| Village Financial System (X1) | Ease of use; risk; service features; utilization of application software | Likert |
| Transparency (X2) | Ease-of-access announcements; provision of information; improvement of information to the community; availability of documents; community involvement | Likert |
| Role of Village Officials (X3) | Involvement in the planning, management, implementation, and administration of village funds; participation in audits | Likert |

*Source: Data processed by the researcher, 2026 (adapted from Zeyn, 2011; Arfiansyah, 2020; Suliyatini et al., 2025; Fitri, 2019).*

## 4. RESULTS AND DISCUSSION

### 4.1 Respondent Characteristics

Questionnaires were distributed to 40 respondents, and all of them (100 percent) were returned and could be processed, since the study population was relatively small and the questionnaires were distributed directly to respondents at each village office.

**Table 3. Respondent Characteristics**

| Category | Description | Number (People) | Percentage (%) |
|---|---|---|---|
| Gender | Male | 23 | 57.5 |
| | Female | 17 | 42.5 |



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|---|---|---|---|
| Age | 20–30 years | 11 | 27.5 |
| | 30–40 years | 18 | 45.0 |
| | > 40 years | 11 | 27.5 |
| Education | Senior High School | 24 | 60.0 |
| | Diploma (D3) | 2 | 5.0 |
| | Bachelor's (S1) | 14 | 35.0 |
| Position | Village Head | 5 | 12.5 |
| | Village Secretary | 5 | 12.5 |
| | Village Treasurer | 23 | 57.5 |
| | BPD Member | 7 | 17.5 |

*Source: Primary data processed, 2026.*

Based on Table 3, the research respondents were dominated by males (57.5%), within the productive age range of 30–40 years (45%). In terms of education, the majority of respondents had a senior high school background (60%), indicating that the formal education level of village apparatus in accounting and financial governance remains limited, making ongoing technical training important. In terms of position, village treasurers dominated the respondents (57.5%) because in several villages, one person holds dual administrative functions, while village heads, village secretaries, and BPD members were each proportionally represented in accordance with the study's purposive sampling design.

### 4.2 Descriptive Statistics

**Table 4. Descriptive Statistics**

| Variable | N | Min | Max | Mean | Std. Dev |
|---|---|---|---|---|---|
| Accountability of Village Fund Management (Y) | 40 | 16 | 34 | 24.50 | 5.059 |
| Village Financial System (X1) | 40 | 12 | 33 | 24.48 | 4.338 |
| Transparency (X2) | 40 | 15 | 33 | 23.58 | 4.601 |
| Role of Village Officials (X3) | 40 | 13 | 34 | 23.75 | 5.118 |

*Source: Primary data processed using SPSS 26, 2026.*



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The mean values for all variables are above the midpoint of the scale, indicating that respondents' perceptions of the village financial system, transparency, the role of village officials, and the accountability of village fund management in Bungaraya District are generally in the fairly good category. The standard deviation values, which are smaller than the mean for each variable, indicate that the distribution of respondents' answers is relatively homogeneous.

### 4.3 Data Quality Test

The validity test was conducted by comparing the calculated r-value with the r-table value of 0.312 (df = 38; α = 0.05). The test results show that all question items across the four variables had calculated r-values ranging from 0.573 to 0.863, all of which are greater than the r-table value, so all items are declared valid. The reliability test using Cronbach's Alpha values shows the following results.

**Table 5. Reliability Test Results**

| Variable | Cronbach's Alpha | Description |
|---|---|---|
| Village Financial System (X1) | 0.894 | Reliable |
| Transparency (X2) | 0.859 | Reliable |
| Role of Village Officials (X3) | 0.849 | Reliable |
| Accountability of Village Fund Management (Y) | 0.889 | Reliable |

*Source: Primary data processed using SPSS 26, 2026.*

All variables have Cronbach's Alpha values above 0.60, so the research instrument is declared reliable and consistent for measuring the study variables (Ghozali, 2021).

### 4.4 Classical Assumption Test

The normality test using Kolmogorov-Smirnov produced an Asymp. Sig. (2-tailed) value of 0.943, greater than 0.05, so the residual data is declared normally distributed. This result is supported by a histogram forming a balanced bell curve and a normal probability plot graph that spreads along the diagonal line.


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**Table 6. Multicollinearity Test Results**

| Variable | Tolerance | VIF | Description |
|---|---|---|---|
| Village Financial System (X1) | 0.797 | 1.254 | Free of multicollinearity |
| Transparency (X2) | 0.818 | 1.222 | Free of multicollinearity |
| Role of Village Officials (X3) | 0.885 | 1.130 | Free of multicollinearity |

*Source: Primary data processed using SPSS 26, 2026.*

The tolerance values of all independent variables are greater than 0.10, and the VIF values are less than 10, so the regression model is declared free of multicollinearity symptoms. The heteroscedasticity test through a scatterplot graph shows points scattered randomly above and below zero on the Y-axis without forming a particular pattern, so the regression model is also declared free of heteroscedasticity symptoms.

### 4.5 Multiple Linear Regression Analysis and Hypothesis Testing

**Table 7. Simultaneous Significance Test Results (F-Test)**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 467.629 | 3 | 155.876 | 10.132 | 0.000 |
| Residual | 553.871 | 36 | 15.385 | - | - |
| Total | 1021.500 | 39 | - | - | - |

*Source: Primary data processed using SPSS 26, 2026.*

**Table 8. Multiple Linear Regression and Partial Significance Test Results (t-Test)**

| Variable | B | Std. Error | Beta | t | Sig. |
|---|---|---|---|---|---|
| (Constant) | -0.543 | 4.494 | - | -0.121 | 0.905 |
| Village Financial System (X1) | 0.307 | 0.139 | 0.304 | 2.208 | 0.034 |


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|---|---|---|---|---|---|
| Transparency (X2) | 0.329 | 0.160 | 0.279 | 2.056 | 0.047 |
| Role of Village Officials (X3) | 0.370 | 0.145 | 0.332 | 2.548 | 0.015 |

*Source: Primary data processed using SPSS 26, 2026.*

**Table 9. Coefficient of Determination ($R^2$) Test Results**

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|
| 0.677 | 0.458 | 0.413 | 3.922 |

*Source: Primary data processed using SPSS 26, 2026.*

Based on Table 8, the multiple linear regression equation formed is Y = -0.543 + 0.307X1 + 0.329X2 + 0.370X3 + e. The constant value of -0.543 indicates that if the village financial system, transparency, and the role of village officials are zero, the accountability of village fund management is predicted to be at that value. All three regression coefficients are positive, meaning that an increase in each independent variable will be followed by an increase in the accountability of village fund management, assuming the other variables remain constant.

The t-test results show that the village financial system has a positive and significant effect on the accountability of village fund management with a significance value of 0.034 (< 0.05), so H1 is accepted. Transparency has a positive and significant effect with a significance value of 0.047 (< 0.05), so H2 is accepted. The role of village officials has a positive and significant effect with a significance value of 0.015 (< 0.05), so H3 is accepted. The F-test results show a significance value of 0.000 (< 0.05), meaning that the village financial system, transparency, and the role of village officials simultaneously have a positive and significant effect on the accountability of village fund management, so H4 is accepted. The Adjusted R Square value of 0.413 indicates that the three independent variables are able to explain 41.3 percent of the variation in the accountability of village fund management, while the remaining 58.7 percent is explained by other variables outside this research model.

### 4.6 Discussion

#### *4.6.1 The Effect of the Village Financial System on the Accountability of Village Fund Management*

The results show that the village financial system has a positive and significant effect on the accountability of village fund management in Bungaraya District. This finding indicates that the better the implementation of the village financial system, the higher the


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level of accountability of village fund management. The village financial system helps village officials carry out the processes of financial planning, implementation, administration, reporting, and accountability in a more orderly manner and in accordance with applicable regulations (Atira et al., 2025; Hartono, 2025). Based on stewardship theory, good implementation of the village financial system helps village officials, as stewards, carry out their mandate to manage funds accurately and appropriately, thereby increasing community trust as the principal (Anirwan & Irawansyah, 2022). This result is consistent with research by Arfiansyah (2020), Karim et al. (2023), and Novithasari et al. (2025), which found a positive and significant effect between the village financial system and the accountability of village fund management.

The regression coefficient value of the village financial system variable of 0.307 indicates that its contribution to accountability is relatively comparable to the other two variables in the model, although slightly lower than the role of village officials. This indicates that the existence of a good system alone is not sufficient to guarantee high accountability if it is not balanced with the capacity of the system's users, namely the village officials themselves. In other words, investment in village financial applications and technology infrastructure needs to be accompanied by ongoing mentoring and training programs on system use so that its benefits can be optimally felt in improving accountability.

### *4.6.2 The Effect of Transparency on the Accountability of Village Fund Management*

Transparency is proven to have a positive and significant effect on the accountability of village fund management. The higher the level of openness of the village government in conveying village fund management information to the community, the higher the accountability created (Firdaus, 2025; Suliyatini et al., 2025). Based on stewardship theory, transparency is a form of the steward's accountability to the principal, which allows the community to know and oversee the use of village funds, thereby minimizing irregularities (Murapi & Astarini, 2025; Nurhidayati et al., 2025). This finding is in line with research by Ulfi and Erly (2023), Murapi and Astarini (2025), and Putri and Kusumawardani (2025), which shows that transparency has a positive and significant effect on the accountability of village fund management.

This finding is relevant to the initial phenomenon described in the introduction, namely the indication of fictitious accountability reports related to road construction activities in Bungaraya District. This case illustrates that weak information disclosure can become a loophole for report manipulation practices, so the results of this study emphasize the importance of providing active public information channels, such as APBDesa information boards at village offices and the use of social media or village


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websites, so that the community can continuously verify the conformity between reports and actual conditions in the field, not only during village deliberations.

### *4.6.3 The Effect of the Role of Village Officials on the Accountability of Village Fund Management*

The role of village officials has a positive and significant effect on the accountability of village fund management. The more optimal the role of village officials in carrying out their duties and responsibilities, the better the resulting accountability of village fund management (Kurnia & Novi, 2024). Village officials with adequate competence, integrity, and technical ability are able to carry out village fund management professionally and accountably, in line with the principles of stewardship theory, which positions village officials as stewards who prioritize community interests over personal interests (Murtaza et al., 2021; Suliyatini et al., 2025). This result is consistent with research by Sindi and Mulyaningtyas (2025), Arifin et al. (2023), and Rini and Sjarief (2022).

The finding that the role of village officials has the highest regression coefficient (0.370) among the three independent variables confirms that the human factor remains the primary determinant of successful village fund management, even when supported by a good system and information disclosure. This is consistent with the characteristics of the respondents' positions in this study, which were dominated by village treasurers, the party directly responsible for the daily administration of village finances. The implication is that efforts to improve the accountability of village fund management in Bungaraya District should begin with strengthening the capacity and integrity of village officials, either before or in parallel with strengthening the system and transparency mechanisms.

### *4.6.4 The Simultaneous Effect of the Village Financial System, Transparency, and the Role of Village Officials on the Accountability of Village Fund Management*

Simultaneously, the village financial system, transparency, and the role of village officials have a positive and significant effect on the accountability of village fund management. These three variables mutually support one another in creating effective, efficient, transparent village financial governance that can be accounted for to the community (Masruroh et al., 2024; Nuroniyah et al., 2024). Based on stewardship theory, if the village financial system is implemented well, transparency is carried out optimally, and village officials perform their duties professionally, the accountability of village fund management will continue to increase (Adinda et al., 2024). This finding reinforces previous research results showing that the combination of system factors, information


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disclosure, and apparatus capacity is a key element in achieving good accountability in village fund management.

### 4.7 Research Implications

Theoretically, the findings of this study reinforce the relevance of stewardship theory in the context of village governance, namely that village officials, as stewards, tend to act in accordance with the interests of the community as principal when supported by an adequate system, information disclosure, and work capacity. This study also expands empirical evidence on the determinants of village fund management accountability in a regional context that has not been widely studied previously, namely Bungaraya District, Siak Regency, thereby complementing similar studies more commonly conducted in the Java and Sulawesi regions.

Practically, these findings indicate that regency and district governments need to prioritize three things simultaneously: strengthening infrastructure and providing mentoring for the use of village financial system applications; providing easily accessible public information channels for the community, such as village information boards and digital media; and improving the capacity of village officials through regular training in accounting and financial governance. These three measures need to be carried out in an integrated manner, given that the research results show that the simultaneous effect of the three variables is stronger than their partial effects, so partial policy interventions may be less than optimal in improving the accountability of village fund management.

This study has limitations, including a relatively small sample size (40 respondents) and a coverage area limited to a single district, so the generalization of the research results should be made with caution. The Adjusted R Square value of 41.3 percent also indicates that there are still other factors outside this research model, such as the internal control system, community participation, and organizational commitment, that also influence the accountability of village fund management and need to be explored in future research.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusion

Based on the results of the analysis and discussion, it can be concluded that: (1) the village financial system has a positive and significant effect on the accountability of village fund management in Bungaraya District, Siak Regency; (2) transparency has a positive and significant effect on the accountability of village fund management; (3) the role of village officials has a positive and significant effect on the accountability of village fund management; and (4) the village financial system, transparency, and the role of village officials simultaneously have a positive and significant effect on the accountability


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of village fund management, with a contribution of 41.3 percent. The better the implementation of the village financial system, the higher the level of transparency, and the more optimal the role of village officials, the higher the accountability of village fund management will be.

Among the three independent variables, the role of village officials shows the largest regression coefficient, indicating that the capacity and integrity of human resources are the relatively most influential determinants of the accountability of village fund management at the study location, followed by transparency and the village financial system. This finding reinforces the relevance of stewardship theory in explaining the behavior of village government apparatus in Indonesia, while also confirming that efforts to improve the accountability of village fund management need to be carried out comprehensively and cannot rely on a single aspect alone.

### 5.2 Recommendations

For village governments in Bungaraya District, it is recommended that they continue to improve the quality of village financial management through the optimal use of the village financial system, supported by ongoing training and technical guidance for village officials. For future researchers, it is recommended that they add other variables suspected of influencing the accountability of village fund management, such as the internal control system, community participation, organizational commitment, and the use of information technology, as well as expand the research area and the number of respondents so that more comprehensive results can be obtained.

For the Siak Regency regional government, the results of this study can serve as a consideration in formulating policies for village guidance and oversight, particularly in allocating training budgets for village officials and setting minimum standards for APBDesa information disclosure that must be met by every village. For the Village Consultative Body (BPD), the strengthening of the oversight function needs to continue to be promoted by improving the capacity of BPD members to read and analyze village financial reports, so that the checks and balances function at the village level can operate more effectively and support the achievement of sustainable accountability in village fund management.

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