

## Analysis of Factors Influencing the Performance of Regional Government Apparatuses

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**Abstract:** This study aims to examine and analyze the effect of Public Accountability, Decentralization Structure, Clarity of Budget Target and Managerial Roles of Regional Financial Managers on the Performance of Local Government Officials on Financial Managers of Regional Apparatus Organizations in Palu City. This is a quantitative study, and the data was gathered by a survey approach utilizing a questionnaire as the tool. Purposive sampling was used to obtain the sample, which included the head of the OPD and the head of the financial sub-section in each Palu City OPD. PLS, with the help of WarpPLS software, is the analytical tool used to manage the data. The findings show that public accountability affect the performance of local government officials. The structure of decentralization affects the performance of local government officials, clarity of budget targets affects the performance of local government officials, and the managerial role of regional financial managers affects the performance of local government officials.

**Keyword:** Public Accountability, Decentralization Structure, Clarity Of Budget Goals, Management on Regional Financial Management, Apparatus Performance.

**Abstrak:** Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh Akuntabilitas Publik, Struktur Desentralisasi, Kejelasan Sasaran Anggaran dan Peran Manajerial Pengelola Keuangan Daerah terhadap Kinerja Aparat Pemerintah Daerah pada Pengelola keuangan Organisasi Perangkat Daerah di Kota Palu. Jenis penelitian ini adalah penelitian kuantitatif, penelitian ini dilakukan dengan metode survey dengan kuesioner sebagai alat untuk memperoleh data. Sampel diambil dengan metode *purposive sampling* yaitu kepala OPD dan kepala sub-bagian keuangan pada tiap OPD Kota Palu. Alat analisis yang digunakan dalam mengelolah data adalah PLS dengan bantuan software WarpPLS. Hasil temuan menunjukkan bahwa akuntabilitas publik berpengaruh terhadap kinerja aparat pemerintah daerah, struktur desentralisasi berpengaruh terhadap kinerja aparat pemerintah daerah, kejelasan sasaran anggaran berpengaruh terhadap kinerja aparat pemerintah daerah, dan peran manajerial pengelola keuangan daerah berpengaruh terhadap kinerja aparat pemerintah daerah.

**Kata Kunci:** Akuntabilitas Publik, Struktur Desentralisasi, Kejelasan Sasaran Anggaran, Manajerial Pengelola Keuangan Daerah, Kinerja Aparat.

## INTRODUCTION

Local government is an institution that drives the wheels of government whose legitimacy comes from the community. So that public services may be improved effectively and appropriately, community trust in government administrators must be balanced with good performance. Also, to achieve good performance in terms of accountability cannot be separated from local government budgets. The performance of local government officials is critical in achieving predetermined goals or developing a system that can measure a strategy's success. The enactment of Law Number 32 of 2004 concerning Regional Government has brought about a fundamental and quite significant change in terms of government, namely regional autonomy and Law Number 33 concerning Financial Balance between the Center and the Regions as intended to support the implementation of regional autonomy in the fiscal sector. Fundamental changes in the relationship between governance and finance, this is because there have been government reforms in Indonesia, and immediately resulted in important changes to the management of local budgets. Public accountability means that the principle of accountability starting from the initial process to implementation must be reported and accountable to the public. The public has the right and interest in all uses of public funds and has the right to demand accountability for the plan or implementation of the budget, (Mardiasmo, 2018).

In Law Number 5 of 2014 concerning ASN and PP Number 11 of 2017 concerning the management of civil servants. Regional Apparatus Organizations (OPD), which are public organizations, are required to have positive performance oriented to the public interest and can work as much as possible and professionally by prioritizing discipline, control, evaluation and always correcting the performance of regional government officials. So that the Palu City OPD apparatus can deliver the best possible service, which is done in a transparent and accountable manner.

Based on the Examination Result Report (LHP), it explains that the achievement of targets can be measured through three KPIs which have a close relationship with the quality of accountability of financial managers and the development of national priority programs with a summary of targets, realizations and achievements. The results of the 2018 LHP analysis show that only one KPI has an achievement of 100 percent or more. Measurable calculations related to the performance of the indicator "percentage of follow-up to recommendations on supervision results" show the realization of KPI in 2018 of 7.22 percent or 12.03 percent of the target of 60 percent achieved with a calculation of 7 recommendations that have been followed up from the 97 recommendations submitted. The recommendations in question are depositing into the State Treasury and giving warnings. KPI realization until 2018 was 7.22 percent, decreased by 62.01 percent compared to 2017 which was 69.23 percent. Another thing is that the KPI achievement in 2018 also decreased by 12.03 percent compared to the achievement in the previous year of 125.87 percent.

In 2018 the realization of the KPI is lower than the realization in 2017, this condition is due to the lack of monitoring of the findings of the current year and previous year. Then looking at the comparison of the target for the end of the Strategic Plan period in 2019 of 70 percent, the KPI realization in 2018 reached 10.31 percent, meaning that the performance of OPD in Palu City in 2018 needs to be improved.

Meanwhile, related to the results of the analysis which shows the program target is "the percentage of APIP capability of the Palu City government level two (2+) based on the results of *quality assurance* carried out by the BPKP Representative of Central Sulawesi Province. KPI realization of 23.08 percent in 2018 is different when compared to 2017 which was 0 percent. In addition, the comparison of KPI achievements in 2018 was higher by 33.45 percent and achievements in 2017 by 0 percent. When compared to the target for the end of the Strategic Plan period in 2019 of 46 percent, the realization of the KPI in 2018 reached 50.15 percent. Some of the factors that cause it are the limited competence of human resources and the lack of commitment of the leadership and subordinates. This requires an increase in performance in 2018. (www.bpkp.go.id)

There are several things that can help local government officials perform better, one of which is the decentralization structure. The decentralized structure of Regional Apparatus Organizations (OPD) makes it easier for OPDs to take responsibility for planning and controlling operational activities. The budget is a good starting point in assessing performance. The clarity of budget targets, which includes the breadth of budget objectives that are defined expressly and clearly in accordance with the targets to be accomplished by government agencies and are easily understood by anybody who is responsible, is one of the characteristics of the budgeting system. (Anthony and Govindarajan, 2014).

The granting of broad autonomy and decentralization to regencies and cities has prompted local governments to make reforms in the regional financial management system and regional budgets. In the management of regional finances, the government is required to carry out regional financial management that is oriented to the public interest (Mardiasmo, 2018).

This riset aims to examine and analyze the effect of Public Accountability, Decentralization Structure, Clarity of Budget Targets and the Managerial Role of Regional Financial Managers on the Performance of Local Government Officials on Financial Managers of Regional Apparatus Organizations in Palu City. Based on the background description, the authors are interested in conducting research using the title. "Analysis of Factors Influencing the Performance of Regional Government Apparatuses (Survey on Financial Managers of Regional Apparatus Organizations in Palu City)".

## THEORETICAL REVIEW

**Contingency Theory.** A contingency is a situation that is expected to occur soon, but will not always occur due to differences in the situation. The contingency approach to management accounting is predicated on the assumption that no universal control system exists that can be applied to all organization in every situation, but that a control system is applied within an organization based on existing situational factors.

The contingency theory approach to accounting system design asserts that there is no universal method that can be applied to all organizations, according to (Suartana, 2012). Currently, contingent firms are attempting to explain how accounting systems change in various contexts by taking into account the impact of technology, organizational structure and philosophy, as well as the environment. Based on this opinion, it can be concluded that not all organizations use a general strategy due to the different conditions in each

organization. The range of situational control is from high to low. Because the leader has the capacity to influence low results, high control means the leader provides or produces predictable results. Because the leader has minimal authority, his or her decisions may have little impact on the work results.

The meaning of the statement above is that it is known that a leader has his own way of controlling situations that occur in a company. And the second statement, it can be concluded that the good and bad situation that occurs in a company depends on how the leader controls it. The use of contingency theory aims to analyze the design and accounting system in informing the various objectives set.

**Theory Goal Setting.** (Locke and Latham, 2019) was the first to propose the goal-setting philosophy. Indicates that there is a relationship between goals and performance someone to the task. Individuals must be given a goal in order to improve their performance in accordance with the organization's vision and mission, according to this theory. The budget is the most significant part of goal setting. A budget includes not just the time and money required to execute a work, but also the exact objectives that the organization wishes to achieve. You also limit down the types of tasks to be completed and the amount of work required to execute them based on the objectives to be met. The more a person wants to achieve his or her goals, the more effort he or she will put in.

The element that underpins budget goal clarity is that when a goal is defined, the persons participating in goal setting can be interested in the goals set and feel a sense of responsibility to attain them. With a similar view, a person will experience a high performance increase if he participates in identifying the goals to be achieved by the organization. The use of relevant information in every decision will improve the quality of the decision so that performance will increase. As a result, integrating subordinates in budgeting can improve the performance.

**Public Accountability.** Generally, public accountability is always linked in every budget management. This can be derived from the notion of accountability which is the most important factor in increasing efficiency and effectiveness. Accountability reduces the persistence of mechanisms that convince political and government officials in the use of public information and the performance of their behavior. The trustee (agent) must give public accountability by presenting, reporting, and disclosing all activities and activities under their control to the trustee (principal), who has the right and authority to demand such accountability (Mardiasmo, 2018).

**Decentralized Structure.** (Simamora, 2012) the practice of distributing decision-making authority to lower levels is known as decentralization. The decentralized structure displays top management transferring authority and responsibility to middle and lower managers. In the design and execution of a management accounting information system, centralization and decentralization in the form of an organizational structure are critical elements. In the broadest possible sense, the organizational structure can be divided into two parts, namely centralization and decentralization.

Decentralized decision-making authority in an organizational environment is defined as offering opportunities for managers at different levels of operations to be beneficial in

determining crucial decisions relating to their respective responsibilities. As a result, in comparison to a decentralized organization, decentralization necessitates the construction of a different accountability accounting system. In other words, decentralizing in this way will result in a greater sense of urgency on the part of managers when carrying out tasks, as well as a greater sense of accomplishment in doing so. Decentralization will increase managerial independence in thinking and acting in a team without eliminating organizational needs. Decentralization requires independent managerial leadership with integrity and commitment on the part of the organization.

**Clarity of Budget Targets.** The extent to which budget objectives are clearly and carefully described with the goal that the budget can be understood by the person responsible for achieving the budget targets, according by (Hutama, 2019). The regional revenue and spending budget is a technical blueprint for putting regional goals into action. If local government finances are of inadequate quality, the quality of government services in the areas will suffer.

Regional budgets must provide information on income and use of funds (expenditures), and must provide information on performance, this is in agreement with the requirements to be met. Local government budgets must serve as a baseline for achieving desired results, so that performance targets may be clearly defined in budget planning.

Therefore, budget targets for local governments must be presented clearly, precisely, and in a way that people in charges of implementing them can understand. Stated that setting specific goals would be more productive. This will motivate employees/staff to try their best in order to attain the intended results, which will have an impact on performance. This is in line with (Mardiasmo, 2018) opinion, according to which the manifestation of regional autonomy is the use of resources that is carried out economically, efficiently, effectively, equitably, and evenly in order to create public responsibility.

Budgets are required for properly managing these resources in order to meet the community's expectations and to establish responsibility. Budget execution will be confused and unsatisfied at work if budget aims are unclear. This causes the budget implementers are not motivated to achieve the expected performance. (Hutama, 2019) found that budget implementers provided positive and relatively strong realizations for increasing the clarity of budget targets. If the budget targets are clearly specified, budget implementers will experience an improvement in job satisfaction, a decrease in work tension, and an increase in employee attitudes toward the budget, budget performance, and cost efficiency.

**Management on Regional Financial Management.** Performance-oriented financial management demand decentralization. According to (Halim, 2012), regional financial management consists of general management and special management. General management is related to the APBD, while specifically related to regional inventory items. Managers will need to develop a number of critical managerial skills, such as negotiating, motivating subordinates, resolving conflicts, building information networks and paying for information, making judgements under high ambiguity, and allocating available resources.

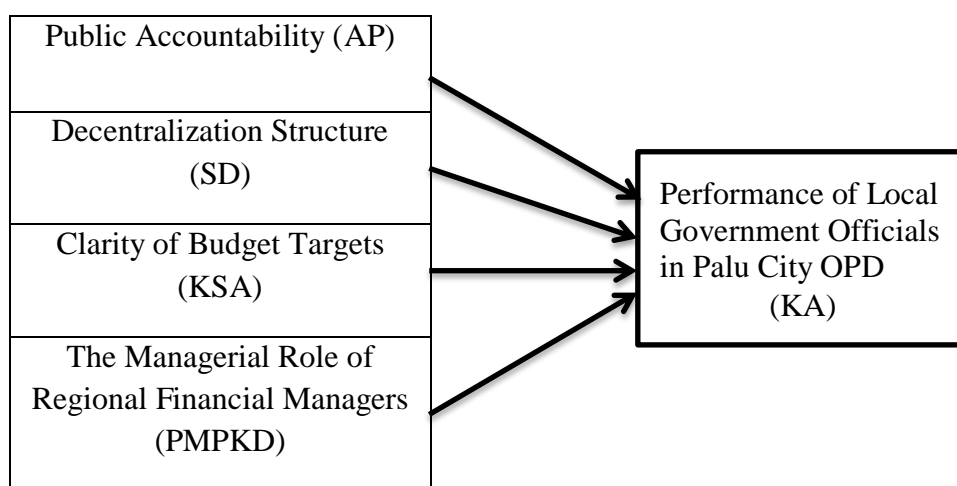
Besides that, a manager needs to introspect himself about his duties and roles so that he can achieve optimal performance.

Regional finance's goal is to ensure that regional finances are managed in an orderly, law-abiding, efficient, economical, effective, transparent, and responsible manner, taking into account the values of justice, property, and community benefit. Regional finance is formed not only to manage financial problems but also to provide services for the community.

**Performance of Local Government Officials.** (Bastian, 2012) defines performance as the level of achievement of an activity or program/policy in achieving the organization's goals, objectives, mission, and vision contained in the construction of the strategic scheme of an organization. While the definition of regional government is based on Law Number 32 of 2004 concerning regional government article one (1) paragraph two (2), namely regional government is the implementation of government affairs by regional governments and DPRD in accordance with the principle of autonomy and assistance tasks in accordance with the principle of autonomy as wide as possible in the system and principles of the Unitary State of the Republic of Indonesia (RI). As stated in the Republic of Indonesia's Constitution of 1945.

(Defitri, 2017) the government officials' performance is a set of achievements obtained by local government officials, as well as a system that seeks to evaluate the success of a strategy using financial and non-financial measuring instruments. Government officials are human resources who manage the government bureaucracy and are responsible for putting policies and system in place. Weak human resources lead to poor bureaucratic services in Indonesia. The low quality of human resources is reflected in three things, namely welfare, rewards and sanctions.

The following is a description of the framework of thought in this research:



Explanation:      →      Partially Influential

**Figure 1. Research Model**

Source: Data processed independently, (2021)

**Research Hypothesis.** Based on the theory and framework described in the previous section, the researcher has the following hypotheses:

- Hypothesis 1: Public Accountability Has a Significant Influence on the Performance of Local Government Officials in Palu City Regional Apparatus Organizations
- Hypothesis 2: The structure of decentralization has a significant effect on the performance of local government officials in the Palu City Regional Apparatus Organization
- Hypothesis 3: The Clarity of Budget Targets has a Significant Influence on the Performance of local Government Apparatuses in the Regional Apparatus Organizations of Palu City
- Hypothesis 4: The Managerial Role of Regional Financial Management has a Significant Influence on the Performance of Local Government Officials in the Palu City Regional Apparatus Organization.

## METHODS

This research is a survey research type. A questionnaire is the primary data gathering tool in this study. Using primary data, namely research obtained directly from original sources such as employees of the finance department at OPD Palu City through interviews and questionnaires. Secondary Data is data obtained indirectly from the original source, but through intermediary media such as processed by a particular agency or institution. Questionnaires, documentation, and observation are used to collect information for this study.

The population in this study were all Regional Apparatus Organizations (OPD) in the Palu City environment, namely 41 (forty one) OPD. In this study a total sample used 32 OPD and the number of respondents was 64 respondents. The sampling technique in this research is by determining the criteria (purposive sampling). The criteria for determining the sample are as follows: (1) OPD is equivalent to services, agency and office. (2) Regional Apparatus Organizations (OPD) that have Accounting Entities and Reporting Entities.

Based on these criteria, the sample set by researcher consisted of 2 secretariats, 20 regional offices, 6 regional agencies, 3 offices and 1 hospital. The total sample is 32 OPD consisting of 2 respondents in one OPD. Determination of respondents in this study are: leader of Palu City Regional Apparatus Organization and Head of Sub Finance and Assets.

**Data analysis method.** The PLS was used to process the data from this investigation, which was done using quantitative methods (approach or assistance *Partial Least Square*) useful for analyzing hypotheses. Because the theoretical framework model and the research model created by Ghozali (2011) specify the mediating/intervening variable, PLS was used.

**Variable Operationalization.** Independent Variables consist of: (1) Public Accountability (AP); (2) Decentralized Structure (SD); (3) Clarity of Budget Targets (KSA); (4) The Managerial Role of Regional Financial Management (PMPKD). The performance of local government officials, denoted by the KA variable, is the study's dependent variable.

**Variable Measurement.** In this study, an ordinal scale with a likert scale measuring approach was employed to measure the independent and dependent variables. The likert scale is a tool for evaluating a person's or a group's attitudes, perspectives, and perceptions of social phenomena. Where each measurable variable is converted into a set of variable indicators.

**Table 1.** Variable Operational Measurement

Variable	Indicator
Public Accountability (AP) (Mardiasmo, 2018)	<ol style="list-style-type: none"> <li>1. Legal accountability and honesty</li> <li>2. Program accountability</li> <li>3. Policy accountability</li> <li>4. Financial accountability</li> </ol>
Decentralized Structure (SD) (Simamora, 2012) <i>Regulation of the Minister of Home Affairs 13 of 2006.</i>	<ol style="list-style-type: none"> <li>1. Activity determination</li> <li>2. Value determination</li> <li>3. Determination of people who are responsible for programs and activities</li> <li>4. Determine program and activity priorities</li> </ol>
Clarity of Budget Targets (KSA) (Hutama, 2019)	<ol style="list-style-type: none"> <li>1. Specific</li> <li>2. Measurable</li> <li>3. Result oriented</li> <li>4. Has a deadline</li> </ol>
Managerial Role of Regional Financial Management (PMPKD) (Halim, 2012)	<ol style="list-style-type: none"> <li>1. Interpersonal role</li> <li>2. Information role</li> <li>3. Decision making role</li> </ol>
Apparatus Performance (KA) (Defitri, 2017)	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Investigation</li> <li>3. Coordination</li> <li>4. Evaluation</li> <li>5. Supervision</li> <li>6. Staff selection</li> <li>7. Negotiation</li> <li>8. Representative</li> <li>9. Overall performance</li> </ol>

Source: 2021 processed data.



## RESULTS

Table 2 present the results of Composite Realiability, Cronbach Alpha and AVE for all survey components.

**Table 2.** Summary of reliability and validity of

Latent Variable	Composite Realiability	Cronbach's Alpha	AVE
Public Accountability (AP)	0.939	0.930	0.506
Decentralization Structure (SD)	0.890	0.856	0.537
Clarity of Budget Targets (KSA)	0.907	0.884	0.519
Managerial Role of Regional Financial Management (PMPKD)	0.916	0.898	0.523
Apparatus Performance (KA)	0.944	0.937	0.501

Source: 2021 processed data.

Table 2 shows that the value composite reliability for each variable is greater than 0.70, based on the data. As a result, all of the variables in this study have met the coposite reliability criterion. If the value composite reliability is greater than 0.70, a construct is deemed dependable. If the reliability value is high, which is a value with a reliability coefficient ranging from zero to one, a construction is said to be dependable.

Cronbach's alpha value can be used to improve reliability tests with composite reliability. Table 2 shows that the resulting Cronbach's alpha value is greater than 0.70 for all constructs. Also as result, each study instrument's internal consistency and cronbach's alpha parameters have been used to determine dependability criteria. These findings suggest that the instruments employed to measure the variables are dependable. The instruments utilized in this study to measure the variables have a good level of dependability, which means they consistently produce the same results every time a measurement is taken. As a consequence of the findings of the composite reliability and Cronbach's alpha tests, it can be concluded that all of the questionnaires in this study are reliable.

Table 2 for all variables in this study with an AVE value larger than 0.50, the Average Variance Extracted (AVE) value was employed as a metric in determining convergent validity. These findings show that the study tools have high convergent validity.

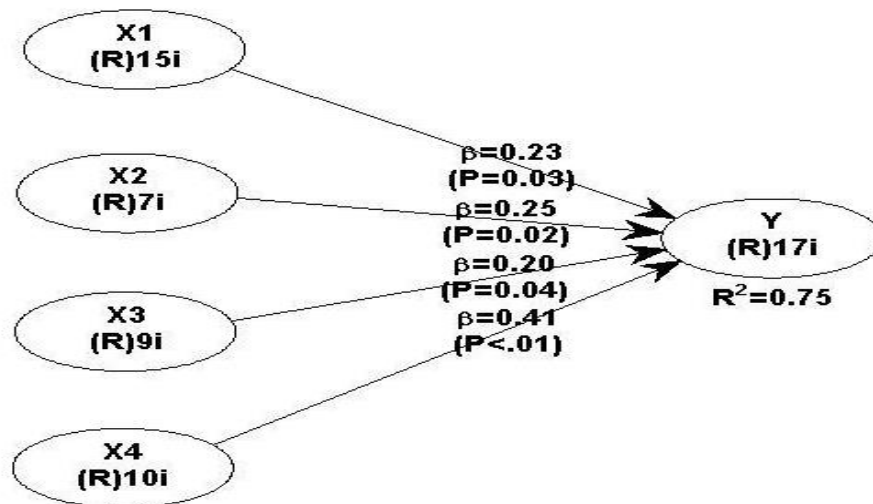
**Table 3.** Values discriminant validity (*Discriminant validity*)

Latent Variable	AP	SD	KSA	PMPKD	KA
Public Accountability (AP)	0.711	0.207	0.563	0.558	0.642
The structure of decentralization (SD)	0.207	0.733	0.283	0.461	0.562
Budget Targets Clarity (KSA)	0.563	0.283	0.721	0.487	0.608
Managerial Role Regional Financial Management (PMPKD)	0.558	0.461	0.487	0.723	0.691
Apparatus Performance (KA)	0.642	0.562	0.608	0.691	0.708

Source: processed data, 2021.

The measurement of the measured model is carried out using a reliability test and a construct validity test, as shown in the table above. The value of composite reliability and cronbach's alpha are indicators of instrument reliability. The convergent and discriminant validity values are used to determine the instrument's validity. The instrument in this study demonstrates discriminant validity, as evidenced by higher cross loading and square root of average variance extracted (AVE) values. As a result of this, it is possible to conclude that discriminant validity has been met.

Structural model analysis can be used to test hypotheses. The findings of a comprehensive measurement of structural equations based on data processing utilizing the WarpPLs program are shown in Figure 1:



**Figure 2.** Full Structural Equation Model  
Source: processed data, output of WarpPLS (2021).

Figure 2 illustrates that when a significant level of 0.05 is used, it is possible to say that the empirical research model is significant when the p-value is less than 0.05. Table 4 presents the coefficient values and p-values obtained as a result of the data processing.

**Table 4.** Coefficient and *p-value*

Dependent Variables	AP	SD	KSA	PMPKD
Apparatus Performance (KA)	0.231 (0.025)	0.252 (0.016)	0.202 (0.044)	0.413 (Smaller 0.001)

Source: processed data, output of WarpPLS (2021).

The following are the findings of the tests that were conducted to examine several different fit model indicators: Average Path Coefficient (APC), Average R-squared (ARS), Average Adjusted R-squared (AARS), Average block VIF (AVIF), and Average Full Collinearity VIF (AFVIF). Presented in table 5 as follows:

**Tabel 5.** Indicator Fit Model

Parameter	Value	Limit	Conclusion
Average path coefficient (APC)	0.274 P= 0.005	P<0.05	Model fit
Average R-squared (ARS)	0.749 P< 0.001	P<0.05	Model fit
Average adjusted R-squared (AARS)	0.732 P< 0.001	P<0.05	Model fit
Average block VIF (AVIF)	1.746	Acceptable if under 5, ideally under 3.3	Model fit
Average full collinearity VIF (AFVIF)	2.138	Acceptable if under 5, ideally under 3.3	Model fit
Tenenhaus GoF (GoF)	0.623	Small on 0.1, Medium on 0.25, Large on 0.36	Model fit

Source: processed data, WarpPLS output (2021).

Based on table 5 that APC, ARS and AARS are used to measure the average path coefficient value, R-squared and adjusted R-square produce APC values of 0.274; ARS worth 0.749; and AARS are 0.732 and all these values are significant at the level less than 0.001 *p-value* recommended for APC, ARS and AARS as model fit is 0.05 (under 0.05) (Kock, 2015; Latan and Ghazali, 2016) thus the criteria for goodness of fit model in this study is met. The resulting values for AVIF and AFVIF are 1,746 and 2.138, respectively. This value is below 5. As an outcome, it can be determined that this study model meets the criteria and that multicollinearity between indicators and exogenous factors is not an issue.

## DISCUSSION

**The first hypothesis, the effect of public accountability on the performance of local government officials.** According to the first hypothesis, public accountability has a favorable impact on the equipment' performance. The first hypothesis, that public accountability has a favorable effect on the performance of local government officials, is accepted and supported by empirical evidence based on these findings. The resulting coefficient value in the influence of public accountability on local government performance is 0.23 and the resulting p-value of 0.025 is significant at levels below 0.05.

Based on the respondents on the public accountability variable with indicator "financial accountability" by looking at the statement items, the average means that all are high, the results of the respondents' responses mean that the local government in Palu City has properly implemented all existing plans and can be held accountable for it because it is supported by an assessment and supervised by the community. Feedback reports can measure the activities carried out to improve accountability performance on the implementation of a plan. So that management can know the results of the implementation of either the plan or the achievement of budget goals.

The government as the manager of public funds is required to provide the necessary financial information in an accurate, relevant, timely, consistent and reliable manner. This certainly supports (Mardiasmo's, 2018) findings, which state that "public accountability" is "a form of obligation to account for the success or failure of implementing the organization's mission in achieving the previously set goals and objectives through a medium of accountability that is carried out on a regular basis."

Based on the findings of the study, it can be inferred that this study is similar to (Rodiya and Ridwan, 2020) study which states that public accountability affects the performance of the apparatus, meaning that one of the main elements of the realization of good corporate governance where the government reports the results of programs that have been implemented. Implemented so that the public can assess the government has worked efficiently and effectively. And it backs up several other conclusions from research by (Darmawan and Subardjo, 2019; Nadirsyah et al., 2018), who found that public accountability influences local government officials' performance. In this situation, public accountability entails transparent and measurable local government performance, with an impact that grows year after year, and all levels of the OPD will increase the apparatus' performance. So the government's public accountability provides accountability for the actions carried out, allowing both internal and external parties to evaluate the performance of local government officials.

**Second Hypothesis, The Effect of Decentralization Structure on the Performance of Local Government Officials.** The second hypothesis claims that decentralization has a favorable impact on local government officials' performance. Based on these findings, the second hypothesis, that decentralization has a favorable effect on local government officials' performance, is accepted and supported by empirical evidence. The resulting coefficient value in the influence of the decentralized structure on the performance of local government officials is 0.25 and the resulting p-value of 0.016 is significant at the 5 percent level or below 0.05. This means that managerial performance has been responsible

to superiors in carrying out orders and given authority over their responsibilities to subordinates. The delegation of authority that has been carried out in accordance with its duties and responsibilities is well seen from the various ways of making decisions by organizational leaders and in carrying out their duties in accordance with established work guidelines. This indicates that the increase in the delegation of authority is related to the performance of local government officials.

Based on respondents' responses to the indicator of "granting authority in determining the amount of the budget", it is in the high category which is confirmed by the average value. The findings of this study shows that the decentralization system in the Palu City OPD is working well, as personnel understand and perform their primary roles and functions to the best of their abilities. (Irzan and Abdullah, 2018; Rahmayanti and Jamil, 2019; Heski et al., 2017 showed that the decentralization structure has an impact on the performance of local government officials. The higher the level of decentralization, the better the performance quality of local government officials.

The facts of this analysis back up the contingency theory which explains that a strategy cannot be applied in all organizations due to different situations. The leadership style is described, both as leaders who focus on achieving goals and leaders who are motivated by relationships that focus more on developing positive relationships with their subordinates. The leader carries out the delegation of authority by giving or dividing tasks to his subordinates, so that the programs are carried out according to the specified targets.

**Third Hypothesis, The Effect of Clarity on Budget Targets on the Performance of Local Government Officials.** According to the third premise, budget targets that are clear have a favorable impact on local government officials' performance. Based on these findings, the third hypothesis in this study indicates that budget target clarity has a favorable affect on local government officials' performance, which is validated by empirical evidence. The resulting coefficient value in the influence of the clarity of budget targets on the performance of local government apparatus is 0.20 and the p-value obtained is 0.044, which is significant at the level of 5 percent or below 0.05. These results mean that the budget prepared by the Palu City OPD in the Budget Work Plan (RKA) has been carried out according to procedures and is the basis for determining the Budget Implementation Document (DPA) in the OPD.

In the results of testing the clarity of budget targets with indicator "budget execution time" that the respondents' responses by looking at the statement items, overall have an average category that is high. The results of these responses mean that officials have tried to clearly determine the results or final effects that have been determined to be achieved.

The clarity of budget targets that clearly influence a government in taking the intended attitude is to carry out clear supervision and control in accordance with the budget targets set by the OPD. So, if this is done, the performance is considered capable and good to be improved, it also makes budget targets simple for the apparatus to prepare. This study is in line with research conducted by (Defitri, 2017; Darman and Baharudin, 2015; Handayani and Retani, 2018; Asrini, 2017; Jawadi et al., 2016) which showed that the results of the research on the clarity of budget targets had an effect on the performance of local government officials.

The evidence from this study supports the goal setting theory, a close relationship between goals and one's performance on tasks. It is critical to set clear goals for each employee so that they can improve their performance in keeping with the vision and objective of the business.

**Fourth Hypothesis, The Influence of the Managerial Role of Regional Financial Managers on the Performance of Local Government Officials.** According to the fourth hypothesis, the managerial position of regional finance managers has a favorable impact on local government officials' performance. The fourth hypothesis, that the management role of regional finance managers has a favorable effect on managerial performance, is accepted and supported by empirical data based on the explanation of these results. The resulting coefficient value in the influence between the managerial role of regional financial managers on the performance of local government officials is 0.41 and the resulting p-value below 0.001 is significant at the 5 percent level or below 0.05. This means that the OPD in Palu City has implemented *good governance*, namely accountability, transparency, fairness, and responsibility, and there is an optimal role for the government and regional financial managers in carrying out their duties and functions so that managerial performance is said to be good at OPD.

The results of this study based on the "leader" indicator were strengthened by the responses of respondents who had a very high mean value category. This means that there is a role that regional financial management officials produce in encouraging and motivating their subordinates so that organizational goals are realized. The findings of this study support those of (Rahma, 2020; Rozak and Suhedi, 2016; Hendra, 2018; Silaya, 2020), who found that the managerial function of regional finance managers has an impact on the performance of local government officials.

The performance of local government is influenced by the managerial function of regional financial managers, namely the interpersonal role, the role of information, and the role of decision-making. This is because a managerial position can motivate regional finance managers to boost employee enthusiasm and help local government officials perform better.

## CONCLUSION

Public accountability has a favorable and considerable impact on government officials' performance at Regional Apparatus Organizations. The decentralization system has a good and significant impact on the performance of government officials in Palu City's Regional Apparatus Organizations. Budget targets that are clear have a favorable and considerable impact on government officials' performance at Regional Apparatus Organization in Palu City. Regional finance managers' managerial function has a good and considerable impact on government officials' performance at Regional Apparatus Organizations in Palu City.

**Suggestion.** Palu City Regional Apparatus Organizations must continue to develop public services effectively and efficiently while maintaining employee discipline. Increasing the performance of the apparatus can improve work performance and better service to the

community. For Palu City Regional Apparatus Organizations, it is recommended that in implementing the Palu City government budget, it is better to evaluate tighter accounting controls for implementing and improving the performance of Regional Apparatus Organizations (OPD). For future researchers to be able to connect additional elements that affect the performance of local government officials, such as leadership style, professionalism, regional regulations, supervision, and devotion to goals, in order to produce study on their performance. And further researchers should expand the object of research that is within the scope of the province.

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