

## The Implementation of Good Corporate Governance Perspective: A Case Study on BUMDes Samsam

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### ABSTRACT

The role of Village-Owned Enterprises (BUMDes) aims to realize village independence in managing their finances in increasing the economy and village income. BUMDes Samsam is one of the community organizations that perform well because it is able to provide remaining business results in accordance with the ratified household budget rules. One thing that must be fulfilled is accountability for village financial management implementation activities. Accountability is often associated with Good Corporate Governance, including the financial activities of BUMDes. This research investigated the characteristics of accountability implemented by BUMDes Samsam's management. The research method used with case studies was proposed by Yin. The research was conducted at BUMDes Samsam on four informants who had direct contact with financial management accountability practices. Qualitative data was collected by observation, interviews, and documentation. The research results show that the accountability of implementation applies the characteristics of participation, transparency, kinship, honesty, loyalty, and integrity. This research can provide theoretical and practical implications that can influence village economic performance through BUMDes becoming independent villages.

**Keywords:** Accountability Theory; Good Corporate Governance; Governance Theory; Stewardship Theory; Village-Owned Enterprises

## INTRODUCTION

Village-Owned Enterprises (BUMDes) are designed to boost villagers' economic output (Anggraini et al., 2021; Widyastuti & Kusumawati, 2024). The success or failure of public sector organizations, BUMDes is part of which can be linked to governance (Wicaksono, 2015). Stewardship theory can also be used to explain aspects of organizational performance success or failure. This theory assumes that managers are not motivated by individual goals but rather by organizational goals (Donaldson & Davis, 1991). Both theories place the accountability aspect as an important element in organizational management (Financial and Development Supervisory Agency & State Administration Institution [BPKP & LAN], 2000; Coy et al., 2001; Hoesada, 2013; Shaw, 2003; Caers et al., 2006). The concept of stewardship can be paralleled with the concept of accountability because both mean accountability (Mardiasmo, 2018). The concept of good governance can also be linked to stewardship theory (BPKP & LAN, 2000; Coy et al., 2001; Shaw, 2003; Caers et al., 2006) which is built on philosophical assumptions regarding the nature of humans who are trustworthy, full of responsibility, integrity and honesty (Donaldson & Davis, 1991; Davis et al., 2018). In the public sector, good public governance is an important foundation for national goals which has a major influence on the realization of good governance as a whole (Coy et al., 2001; Hoesada, 2013). Several studies show that accountability is an important principle in good public governance (BPKP & LAN, 2000; Tjokroamidjojo, 2000; Krina, 2003; Agoes, 2004; Nofianti, 2015; Indonesia. The Audit Board (BPK RI), 2017; Mardiasmo, 2018; Hambali & Niode, 2019).

BUMDes Samsam is one of the BUMDes that performs well and has orderly administration according to an inspection by the Tabanan Regency Inspectorate Monitoring and Evaluation Team amidst the many problematic BUMDes. These problems are regarding discrepancies between financial reports and the implementation of activities (Lompeng, 2022) at BUMDes Punggur Lampung Tengah, communication problems, accountability and transparency (Eko et al., 2014) at BUMDes Ponggok Klaten and conflicts of interest between operational managers and the village government (Budiono, 2015) at BUMDes Ngringinrejo Bojonegoro. BUMDes Samsam was formed on April 1 2017 and has been registered with the Ministry of Law and Human Rights as an organization registered as a legal entity. Capital participation in BUMDes Samsam is an independent BUMDes formed from village funds. The establishment of BUMDes Samsam is expected to be able to utilize village potential and village assets to build the welfare of the Samsam Village community. The development of BUMDes Samsam is very rapid as seen from the following data.

**Table 1.** Development of BUMdes Samsam 2017-2019

Information	2017	2018	2019
Capital	321,451,000.00	612,451,000.00	1,012,451,000.00
Receivables/Credit	309,917,867.00	639,895,700.00	1,706,358,800.00
Savings	0.00	0.00	376,630,200.00
Deposit	0.00	0.00	283,000,000.00
SHU	4,452,847.00	30,314,346.00	54,854,521.00
Asset	355,392,097.00	684,493,230.00	1,786,449,351.00
ROA	1.25%	4.42%	3.07%
ROE	1.42%	4.94%	5.41%
BOPO	87.72%	67.16%	73.41%
NPL	2.55%	1.69%	1.49%

Source: Village-Owned Enterprises (BUMDes Wija Sari, 2022)

**Table 2.** Development of BUMdes Samsam 2020-2022

Information	2020	2021	2022
Capital	1,062,451,000.00	1,062,451,000.00	1,062,451,000.00
Receivables/Credit	2,820,982,600.00	4,509,783,400.00	5,577,638,400.00
Savings	912,307,350.00	1,324,538,860.00	1,889,136,873.00
Deposit	859,000,000.00	2,122,000,000.00	2,625,000,000.00
SHU	93,418,325.80	104,335,269.85	140,306,746.07
Asset	3,015,760,126.80	4,777,388,406.65	5,930,027,065.72
ROA	3.10%	2.18%	2.37%
ROE	8.80%	9.83%	13.21%
BOPO	73.97%	82.43%	81.87%
NPL	2.27%	2.53%	2.91%

Source: BUMDes Wija Sari, 2022

From Table 1 and Table 2, it can be explained that the initial capital in 2017 was IDR 312,451,000.00 experiencing growth until 2022 amounting to IDR 1,062,451,000.00, this capital growth was thanks to the enthusiasm and commitment of the Samsam Village Government together with BPD Samsam Village to increase the business volume of BUMDes Samsam. Receivables/credit in 2017 amounted to IDR 309,917,867.00, experiencing growth in 2022 of IDR 5,577,638,400.00. The development/growth of credit is very significant because the credit/loan interest rates provided are quite attractive at 1% a month, decreasing, according to the public, it is considered cheap, the terms are easy and not complicated. However, credit provision still takes into account the principle of prudence and the principles of healthy credit provision.

Savings were initiated in April 2019 and received a very enthusiastic response from the public, as proven by approximately three years and eight months until the end of 2022, savings amounting to IDR 1,889,136,873.00 were collected. The deposits as savings were initiated until the end of 2022, deposit funds amounting to IDR 2,625,000,000.00 have been collected. It is hoped that in the coming years these two sources of funds will be further increased so that the business volume of BUMDes Samsam is greater, in addition to capital participation from the Samsam Village Government. The SHU obtained by BUMDes Samsam also continues to increase every year. Assets from 2017 amounted to IDR 355,392,097.00 experiencing growth until 2022 IDR 5,930,027,065.72. This is due to additional capital participation from the Village Government and the development of third-party funds (savings and deposits).

Return on Assets (ROA) is a ratio used to measure management's ability to obtain overall profits, the standard is 1.5%. For 2017 BUMDes Samsam obtained an ROA of 1.25%, increasing to 2022 is 2.37%. In 2019-2022 there was a decrease and increase, this means it was fluctuating but still above standard. Return on Equity (ROE) is to measure the extent to which a company uses its resources to be able to provide profits, the standard is the deposit interest rate, in 2017 it was 1.42% until 2022 is 13.21%. The standard deposit interest rate applicable to State-Owned Enterprise Banks or Regional-Owned Enterprises is an average of 4% to 7% pa.

Operational Expenses to Operating Income (BOPO) is to measure the level of efficiency and ability of a business in carrying out/carrying out its operational activities. The standard for BOPO is below 92%. BOPO in 2017 was 87.72% to 2022 is 81.87%, this means it is still below standard. Non-Performing Loans (NPL) is to see the level of problematic credit/loans that have been disbursed by BUMDes Samsam. The higher the value of this ratio, the more it shows that BUMDes Samsam is not in a healthy condition, because a high NPL will cause the profits received by BUMDes Samsam to decrease.

As standard, the maximum is 5%. NPL in 2017 is 2.55% to 2022 is 2.91%, this means it is still below standard.

From the financial ratio above, it can be concluded that BUMDes Samsam is still in good health. The concept of accountability, a critical element of good governance and stewardship, is comprised of several key characteristics. These include leadership, transparency, integrity, responsibility, fairness, trust, balance, clarity, honesty, and consistency (Coy et al., 2001; Hoesada, 2013; Nofianti, 2015). This research focuses on the importance of accountability in studying the success or failure of public sector organizations, including BUMDes (BPKP & LAN, 2000; Coy et al., 2001; Krina, 2003; Caers et al., 2006). This study employs a case study approach to examine how accountability is applied within the framework established by Minister of Home Affairs Regulation Number 20 of 2018 (Indonesia. BPK RI, 2018). This regulation defines village financial management, including funds transferred to BUMDes, as encompassing all activities related to accountability for implementing and managing BUMDes performance over a six-year period. Case studies, compared to other methods, offer a close and in-depth understanding of specific and complex phenomena, allowing researchers to explore real-life situations (Yin, 2009; Creswell, 2013). This research approach holds a unique position within social research because it provides extensive access for in-depth, detailed, intensive, and comprehensive examination of the cases under study (Pratiwi & Sentanu, 2019).

The formation of accountability case boundaries implemented by BUMDes Samsam refers to the Regulation of the Minister of Home Affairs of the Republic of Indonesia (Permendagri) Number 113 of 2014 (Indonesia. BPK RI, 2014) concerning Village Financial Management Article 1 Paragraph 6 which states that financial management of village funds whose funds are transferred to BUMDesa is the entire activity carried out includes accountability of planning, accountability of implementation, accountability of administration, accountability of reporting, and accountability of responsibility. Literature reviews and previous research regarding public sector accounting with various perspectives have actually been widely researched. However, there are still few case studies, especially with new institutions such as BUMDesa. Accountability of implementation can reveal the success of the management of BUMDes Samsam so that it can become a guide for other BUMDes or other public sector organizations and institutions.

## **LITERATURE REVIEW**

### **Stewardship Theory**

Stewardship theory is a theory that describes a situation where managers are not motivated by individual goals but are more aimed at targeting their main results for the benefit of the organization. This theory has a psychological and sociological basis that has been designed where executives as stewards are motivated to act according to their wishes. principal, apart from that the steward's behavior will not leave the organization because the steward tries to achieve the organization's goals. This theory was designed for researchers to examine situations where executives in companies as servants can be motivated to act in the best way for their principals (Donaldson & Davis, 1991).

The implication of stewardship theory in this research is that stewards, in this case BUMDesa, are expected to work as well as possible for the interests of the principal, namely the community and their agencies so that BUMDes Samsam as a public sector organization can be trusted to act in accordance with the public interest and carry out its duties and functions, appropriately in accordance with the vision, mission, statutes, and

bylaws. To carry out this responsibility, stewards are expected to mobilize all the abilities and expertise of their human resources by utilizing information technology, the commitment of all operational managers involved in the accountability of BUMDes management.

### **Governance Theory**

Governance theory was put forward by Stoker (1998), governance is the development of a style of government, where the boundaries between the public sector and the private sector, where the boundaries between the public sector and the private sector are blurred. The essence of governance is focused on mechanisms that do not depend on the use of authority and sanctions from the government, governance is a new form of regulation towards New Public Management (NPM) (Mardiasmo, 2018). Governance is more than a set of managerial tools to achieve better public services (Nofianti, 2015).

Based on these principles, benchmarks for the performance of a government will be obtained, BUMDes is a part of it. Good or bad government can be judged if it is in contact with all the elements of the principles of good governance. According to BPKP & LAN (2000), Krina (2003), Agoes (2004), Nofianti (2015), and Mardiasmo (2018), the principles of good governance are participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability and vision strategy. The relevance of governance in this research is to discuss the principle of accountability in the management of BUMDesa Wija Sari Samsam Village which is divided into specific cases so that they can be studied intensively, in detail, and in-depth.

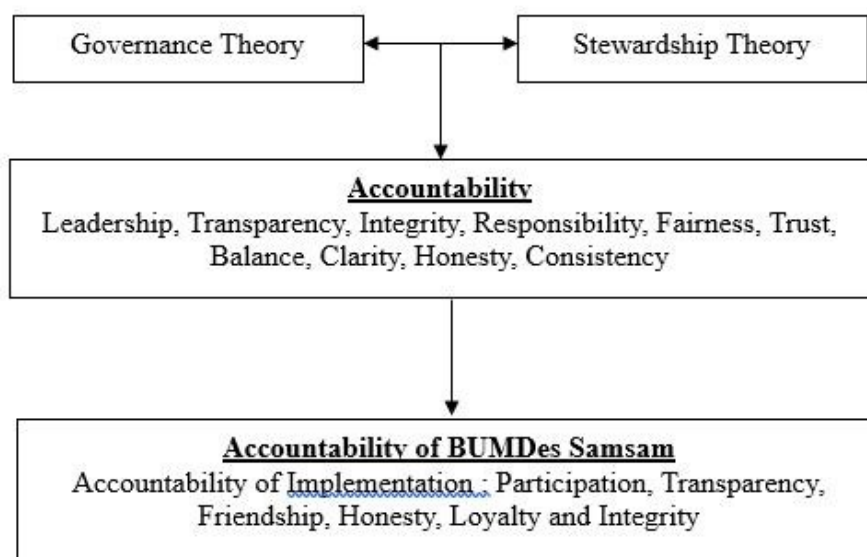
### **Accountability Theory**

A phenomenon that can be observed in the development of the public sector today is the increasingly strengthening demand for the implementation of public accountability by public sector organizations, such as central and regional governments, government work units, departments, and state institutions. The demand for public sector accountability is related to the need for transparency and providing information to the public in order to fulfill public rights (Mardiasmo, 2018). Public accountability is the obligation of the fiduciary (agent) to provide accountability, present, report, and disclose all activities and actions for which they are responsible to the fiduciary (principal) who has the right and authority to demand that accountability. Public accountability consists of two types, namely: vertical accountability and horizontal accountability (Mardiasmo, 2018).

The concept of accountability, which is one of the important elements of governance and stewardship, contains main characteristics including leadership, transparency, integrity, responsibility, fairness, trust, balance, clarity, honesty, and consistency (Coy et al., 2001; Nofianti, 2015). The existence and application of the main characteristics of accountability will be studied in the planning, implementation, administration, reporting, and responsibility. To determine the boundaries of the case study, in this study the accountability terminology used refers Permendagri Number 113 of 2014 (Indonesia. BPK RI, 2014) concerning Village Financial Management in Article 1 Paragraph 6 which states that village financial management whose funds are transferred to BUMDesa is the entire activity which includes accountability of implementation.

Based on the explained theoretical review above, the research concept can be seen in Figure 1.

**Figure 1.** Research Concept



Source: Researcher, 2023

## RESEARCH METHOD

This research used an interpretive paradigm to uncover, understand, and explain the phenomenon regarding the successful management accountability of BUMDes Samsam. The interpretive paradigm is at the intersection of two social-scientific reality assumptions, namely a subjective approach to science and the belief that society is regulated (Kamayanti, 2016). This research applied a qualitative approach. This research intends to examine the accountability of the management of BUMDes Samsam by exploring in depth the success story of accountability of implementation.

Primary data and secondary data are sources in this research process. Primary data was obtained through field observations and interviews with informants behind the accountability of BUMDes Samsam management. Secondary data was obtained from photos and documents related to BUMDes Samsam accountability. This research was carried out after obtaining approval from the Samsam Village Perbekel by considering the research's ethical principles, namely informed consent, anonymity, and confidentiality (Hidayat, 2008). The location in this research was not disguised because it had received approval from the Samsam Village Headquarters, Supervisory Board, and Samsam BUMDes Operational Manager, on the grounds that it could be an example of accountability in the management of other BUMDes which is currently developing among village communities. It is very important to maintain relationships between researchers, research locations, and informants during and after the completion of the research process (Firman, 2018). This was achieved by maintaining close contact with the informant, even though the distance between the researcher's residence and the informant turned out to be quite helpful for field activities.

Research informants are people who are used to provide information about the situation and research objects (Moleong, 2017). There are two ways to find research informants, namely snowballing sampling and key person (Bungin, 2011). The key informants in this research were the Chairman and Treasurer of BUMDes Samsam. Meanwhile, the validator informants are the Samsam Village Headquarters and the Secretary

Supervisory Board of BUMDes Samsam. The instruments used in this research were an observation, interview, and documentation checklist (Sugiyono, 2017). The data collection techniques used are observation, interviews, and documentation.

This research examines the accountability of BUMDes Samsam's management through a detailed case study analysis. The in-depth approach aims to uncover the success factors behind the implemented accountability measures. Following Yin's (2009) design, the case study unfolds in three stages. The first stage involves defining the research theory, selecting BUMDes Samsam as the case study, and designing methods for data collection. The second stage focuses on conducting the case study itself and writing a detailed report on BUMDes Samsam's specific situation. Finally, the third stage involves drawing conclusions applicable to similar cases, refining the initial research theory based on the findings, developing policy recommendations, and compiling a comprehensive cross-case report. To ensure the trustworthiness of the research, the study will employ inspection techniques that consider criteria like credibility, transferability, dependability, and confirmability as outlined by Moleong (2017). The data analysis will be presented systematically through a narrative format, aiming to achieve a valid and reliable qualitative analysis.

## RESULTS

### **Informant's Interpretation of the Implementation of Good Corporate Governance Perspective: Case Study at BUMDes Samsam**

This research describes part of the research results in accordance with the case boundaries in accordance with Minister of Home Affairs Regulation Number 20 of 2018 (Indonesia. BPK RI, 2018) in Article 1 Paragraph 6 concerning Village Financial Management, where all village fund activities must include accountability at the implementation stage. In this sub-chapter, which is a scheme from Yin (2009), the researchers discuss Conduct 1<sup>st</sup> Case Study, Conduct 2<sup>nd</sup> Case Study, and Conduct Remaining Case Studies, which are the stages of collecting data on each case.

After the planning stage is complete, accountability of implementation on BUMDes Samsam management is carried out fully by the operational manager who has been determined in the Inauguration Letter Number 570/26/IV/PelKum/2017. The work program of BUMDes Samsam from 2017-2022 which has been realized is in the areas of banking (savings and loans), brokering (electricity payment services), and trading (products and basic necessities business and agricultural products business). In carrying out the work program from 2017-2022, there are still work programs that have not been realized. These include the use of land to build a shop in front of the Samsam Village Office which was then rented out (renting), the use of the old road to becoming a *senggol* (holding) market, the use of *beji* water as refill water (serving) which was hampered by central government permits and limited capital, procurement safe and CCTV, Collaboration with PT Asti Dana Adimurti (Wine) and Collaboration with Bank BRI Link.

BUMDes Samsam remains a reliable main focus in the field of empowerment in Samsam Village even though there are still programs that are not yet running. However, community participation and trust are much more important for the operational managers of BUMDes Samsam to prioritize because BUMDes is a community organization that is engaged in selling services. In 2019, BUMDes Samsam added an urgent type of brokering business (electricity payment services), due to changes in regulations from the central government regarding payment procedures. The addition of this type of business had previously been discussed with advisors and the supervisory board, even though it

was not previously included in the planning, the response from the Samsam Village Community still received positive responses.

BUMDes Samsam is located at the Samsam Village Office where activities start at 08.00-13.00 WITA. In serving village communities, BUMDes Samsam always opens its offices on time and acts very nimbly in serving the community. This was done by the operational management of BUMDes, to gain public sympathy that BUMDes Samsam is present in the midst of society in accordance with its vision and mission. Apart from village residents being able to come directly to the Samsam Village Office, BUMDes Samsam also has special employees to collect mobile savings money for the 6 Samsam Village Service Banjars. This program is carried out not only to achieve targets, but to facilitate village communities who cannot come to the Samsam Village Office to carry out transactions. During the third anniversary of BUMDes Samsam, many new breakthroughs were made that could increase public enthusiasm and confidence in joining BUMDes Samsam.

The existence of BUMDes Samsam in building this community organization does not escape the characteristics of honesty, transparency, and openness of information to all village communities in the accountability of implementation. Based on the results of observations, the implementation of these characteristics is accepting all input, suggestions, and ideas, providing flexibility but remaining firm and providing comfort to people who are experiencing financial problems in their households, as well as providing compensation to village communities and low interest rates (1 % decreased) in credit installments. The Samsam BUMDes Operational Manager also provides the freedom to choose the time period and customer's ability to pay credit every month. So, in the implementation of managing BUMDes this could be a strategy to attract the sympathy of potential fundraisers in BUMDes Samsam by applying these characteristics. For example, BUMDes Samsam has a deposit business unit that provides interest of 6% per year without any tax, so that the community is not burdened.

Apart from the characteristics of honesty, transparency, and openness of information to all village communities, these characteristics are also implemented by the Operational Manager and Supervisory Board of BUMDes Samsam. BUMDes Samsam until 2022 has received SHU which continues to increase, now it has reached hundreds of millions of rupiah in six years. Even though BUMDes Samsam is a village-owned institution, its management pattern adopts modern performance-based management. BUMDes must be accustomed to formulating targets, designing strategies to achieve them, and evaluating the achievement of these targets so that they are in accordance with the vision and mission stated in the basic budget by laws and by the function of village funds whose funds are transferred to BUMDes Samsam.

The success and failure of organizational management are also measured by the performance of the BUMDes Samsam Operational Manager in the accountability of implementation. This performance can be measured by cooperation between operational management colleagues in managing BUMDes Samsam. Therefore, operational managers must develop professional performance at work. Based on this statement, it can be concluded that in the accountability phase of BUMDes Samsam implementation, the characteristics of participation, transparency, kinship, honesty, and loyalty are implemented to create institutional integrity. The characteristics of participation, kinship, and loyalty which are outside the main characteristics are believed to lead to the goal of integrity which is part of the main characteristics of the concept of accountability. The integrity of operational managers must be directed at the progress of institutions and villages so that it is hoped that community integrity will emerge towards BUMDes Samsam.



## DISCUSSION

### **Researcher's Interpretation of the Implementation of the Good Corporate Governance Perspective: Case Study of BUMDes Samsam**

In this sub-chapter, which is a scheme from Yin, explains the Write Individual Case Report, which is the stage in writing a report on the data collected from each case. The report is prepared systematically based on data from observations, interviews, and documentation. Next, compare the interview data with the concept of accountability which is an important element of governance and stewardship with classify the data based on the similarity of themes from each informant's answers which are then analyzed manually to identify the final research results.

### ***Accountability of Implementation at BUMDes Samsam Management***

The implementation that must be adhered to by BUMDes Samsam is that the management must have a type of business and work program that has been socialized and approved by the BPD Samsam Village as supervisor of village funds and the Samsam Village Perbekel as advisor. At this stage, BUMDes Samsam also applies the main characteristics of the accountability concept. The informant's explanation is the principle of participation by giving greetings and smiles during service, the aim of which is to attract community cooperation or participation in running the business at BUMDes Samsam.

The validation informant's explanation, which was later confirmed by the key informant, was the implementation of the characteristics of transparency in the accountability phase of implementing BUMDes Samsam management. This form of transparency is carried out in addition to receiving all input, suggestions, and ideas from advisors, supervisory boards, and the public, operational managers report their accountability reports to related parties. The reporting was created as a form of transparency and openness of information from operational managers in the accountability of implementation BUMDes Samsam's financial management.

**Table 3.** Important Meanings Regarding Management Accountability of Implementation at BUMdes Samsam

No.	Results
1	The service provides greetings and smiles, which can attract cooperation and community participation in running BUMDes businesses.
2	The realization of transparency and openness in managing BUMDes finances by reporting monthly BUMDes financial reports to related parties.
3	BUMDes Samsam applies a family system in its management.
4	The Operational Manager of BUMDes Samsam applies the principle of honesty by making reports and transactions according to activities in order to build trust from the community.
5	BUMDes Samsam applies the principle of loyalty to the institution.
6	BUMDes Samsam builds integrity by not forgetting the same identity as Balinese people who run BUMDes.

Source: Informant interview, 2023

From Table 3, it can be seen that the characteristics of participation expressed by the operational managers of BUMDes Samsam in the accountability of planning are meaningful as a form of collaboration between the community and operational managers. In carrying out its business activities, operational managers serve the community by providing maximum service in accordance with the BUMDes Samsam mission which aims to attract and increase community participation in the form of cooperation between

operational managers and the community, both in the placement of funds or other services. As is the case in the field according to observations, people who come to the BUMDesa Samsam Office to carry out transactions, the operational management always gives greetings and smiles to create a good and comfortable atmosphere of communication and service.

Operational managers also apply the characteristics of transparency in the accountability of implementation of BUMDes Samsam management. Transparency aims to involve the community in every work program implementation and accept openness regarding input, suggestions, and ideas from the community for progress and cooperation in building BUMDes Samsam, in addition to reporting financial accountability reports (monthly) according to their business activities to the Perbekel and supervisory board. Apart from upholding the characteristics of participation and transparency, the Operational Manager of BUMDes Samsam in the accountability phase of its management implementation applies the characteristics of kinship, honesty, and loyalty. These three principles will lead to the goal of integrity, apart from implementing the characteristics of transparency which are part of the main characteristics of the concept of accountability and participation which are not included in the main characteristics of the concept of accountability.

The family characteristics referred to in this case are how BUMDes Samsam is in terms of credit payments and providing credit to the community. As is the case in the field after being studied through the interview process and observation results, credit payments are supposed to be due every 4th, but operational managers provide credit payment leeway until the 25th of the month concerned. When giving credit, there are several people who want to make compensation. This is permitted at the discretion of the Chairman of BUMDes Samsam with previous notes that the community is always on time in credit payments and completes administrative requirements. However, this policy also applies the principle of prudence in providing credit compensation. Apart from the community, family characteristics are also applied to fellow operational managers (colleagues), such as work permits and not differentiating positions between managers, in accordance with the informant's explanation which states that sitting at the same low, standing at the same height means that in equal situations and conditions or balanced. The family system in managing BUMDes Samsam also does not escape building integrity as a Balinese people who run BUMDes Samsam with the concept of *menyama braya*, which means helping each other in the implementation to serve the community.

The characteristic of honesty is the most basic value to support the successful performance of BUMDes Samsam. Without honesty, an organization that sells services and finance will not last long, because honesty is the main key. Honesty in carrying out duties at BUMDes Samsam is not solely about moral ethics but must become a work culture. In accordance with the interview process and observation results, every transaction carried out by operational managers and the community as customers is carried out sitting face to face. Apart from that, the savings officer who collects savings around the village which consists of 6 service banjars, and at the same time makes deposits to the treasurer when the activity ends, the money and proof of deposit must match what is recorded in the attachment to the daily savings collection and the amount of money.

The characteristic of loyalty is one of the important things in carrying out work. Loyalty in public sector organizations can usually be seen from hard work and seriousness in carrying out work programs in accordance with the organization's vision and mission. Applying these characteristics means that the Operational Manager BUMDes Samsam

must not mix work and personal matters. What happens is in accordance with the results of observations in the field, operational managers always serve the community wholeheartedly, even though operational hours have passed but operational managers are still calculating daily cash that has not been resolved or is still in the office, operational managers continue to serve these transactions. Outside of working hours, operational managers also continue to carry out their work, such as making monthly reports, collecting credit, and collecting savings. These characteristics of kinship, honesty, and loyalty will lead to the goal of integrity. The integrity of operational managers must be directed at the progress of institutions and villages so that it is hoped that community integrity will emerge towards BUMDes Samsam. Therefore, operational managers must develop professional performance at work.

The concept of accountability is an important element in governance and stewardship. The research results include the characteristics of transparency, integrity, and honesty as one of the main characteristics, but the characteristics of participation, kinship, and loyalty are not explained in the concept of accountability. However, the characteristics of participation, transparency, kinship, honesty, and loyalty applied in the accountability of implementation aim for success in managing BUMDes Samsam, both in terms of development and finance in order to realize institutional integrity. The connection between accountability theory and this research is because BUMDes Samsam is a public sector organization whose task is to improve the welfare of society by fulfilling the main characteristics of the concept of accountability in managing its organization and being accountable to the central government and the community.

The research results obtained from BUMDes Samsam have strong characteristics to maintain and improve its management. The characteristics adopted by BUMDes Samsam are different from theoretical studies of accountability to achieve good governance. This other characteristic of accountability makes BUMDes Samsam create personal branding among customers. Customers become confident in the manager and his management. Accountability characteristics are linked to the concept of Hindu religious beliefs and social life in Bali for the management of BUMDes Samsam. This is what makes BUMDes Samsam remain successful, it is still trusted by the Samsam Village community, customers, and related parties to save their funds in BUMDes Samsam.

## **CONCLUSION**

Based on research that has been conducted regarding the success of accountability in the management of BUMDes Samsam, the researchers draw the conclusion that in carrying out accountability of implementation of BUMDes Samsam management, operational managers apply the characteristics of transparency and honesty. Other characteristics in implementing accountability of implementation of BUMDes Samsam management are also reflected in implementing the characteristics of kinship, participation, and loyalty. All of these characteristics will lead to the goal of integrity. The characteristics implemented by BUMDes Samsam do not appear in the concept of accountability but still have meaning and are interconnected to realize good governance.

The limitation of this research is that the researcher only used informants who were the main keys in the formation and management of BUMDes Samsam. This research does not include the views of village communities as principals regarding accountability practices in the management of BUMDes Samsam. The kinship system implemented by operational managers in the management of the BUMDes Samsam implementation stage should still be used as the main guideline in granting or paying credit even though the precautionary principle has been implemented, because if the kinship system is

utilized by the community it can later have an impact on financial ratios, especially NPL is to measure the level of problematic credit/loans disbursed by BUMDes Samsam.

Developing implications related to accountability in the management of BUMDes Samsam, where the boundaries of the cases in this study refer to Minister of Home Affairs Regulation Number 20 of 2018 concerning Village Financial Management in Article 1 Paragraph 6 which states that the management of village finances whose funds are transferred to BUMDes is the whole activities that include accountability of implementation. The results of this research can provide implications and contributions both theoretically and practically. Theoretical contributions are related to providing benefits and contributing useful ideas in accounting science regarding the concept of management accountability in public sector organizations, especially those with characteristics such as BUMDes.

On a practical level, this research can be a reference and contribution for management and stakeholders in carrying out their governance roles. As a highly regulated organization, the key to successful governance of a BUMDes has great potential to be replicated by other BUMDes. This research can also be a reference for the Bali Provincial Government, the Village Community Economic Development Movement, the Indonesian Association of Village-Owned Enterprises (BUMDESINDO), and other parties.

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#### **DECLARATION OF CONFLICTING INTERESTS**

The authors declared no potential conflicts of interest.

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