ANTECEDENTS OF MANAGEMENT PERFORMANCE AND FINANCIAL IMPLICATIONS OF THE ART INSTITUTE OF BUDGET ABSORPTION DENPASAR INDONESIA

Author
Tjokorda Istri Tismaningsih
coktisma@gmail.com
Post Graduate of Mahasarawat Denpasar University

Anik Yuesti
anikyuesti@unmas.ac.id
Post Graduate of Mahasarawati Denpasar University

Putu Kepramareni
pkepramareni@yahoo.co.id
Post Graduate of Mahasarawati Denpasar University

ABSTRACT
Budget absorption is an achievement of government performance as a form of accountability to the community. Government performance is reflected in the management of programs and activities, and management of local budgets. Good and bad performance of the government is influenced by many factors both external and internal organization. This study aims to analyze the effect of competency variables of financial managers, organizational commitment and time pressure on financial management performance. This study also aims to determine the effect of financial management performance on budget absorption at the Denpasar Indonesian Art Institute. This research is an explanatory research with a quantitative approach that uses the SmartPLS 3.2.7 application as an analysis test tool. The research sample in this study amounted to 40 respondents. The results showed that the competence of financial managers and organizational commitment does not affect the performance of financial management, Time Pressure affects the performance of financial management. In addition, the results of the study indicate that the performance of financial management influences the absorption of the budget at the Denpasar Indonesian Arts Institute.

Keywords: Budget Absorption, Managerial Competence, Organizational Commitment, Time Pressure, Financial Management Performance.

I. INTRODUCTION

The state budget is a driving tool used by the government in running a government wheel. According to Mardiasmo (2009: 61), the budget is a statement about the estimated performance to be achieved over a certain period of time expressed in financial measures. While budgeting is a process or method for preparing a budget. According to Sujarwani (2015: 56) Government budgets can be divided into two types, namely the state budget (APBN) and the regional budget (APBD). The National Budget is a financial plan made by the government every year, approved by the House of Representatives (DPR), the contents of the National Budget contain a plan for state revenues and expenditures for one fiscal year (January 1 - December 31) stipulated by Law. The APBN consists of budget revenues, expenditures and financing. APBD is a financial plan made by the regional government each year, approved by the Regional People's Representative Council (DPRD) APBD is stipulated by a Regional Regulation. APBD Fiscal Year covers a period of one year, starting on January 1 through December 31, functions as a planning tool, a control tool, a fiscal policy tool, a political tool, a coordination and communication tool, a performance appraisal tool, a motivational tool, a tool for creating public space. Because of the importance of the budget function in the economy and understanding of the budget, the APBN must be managed as well as possible, from planning, implementation, supervision to reporting or accountability of the budget.
Budget absorption is one of the evaluation indicators of government performance. Evaluation of government performance in terms of budget implementation needs to be done in order to produce performance information regarding the implementation of activities and achievement of outputs (PMK Number 249 / PMK.02 / 2011). Absorption of the budget here is the realization of the budget, in general the absorption of the budget in question is the achievement of an estimate to be achieved over a certain period of time is seen at a certain time or can be said as a budget disbursement. Because what is observed are public sector organizations or government entities, budget absorption here can be interpreted as disbursement or realization of the budget as stated in the Budget Realization Report (LRA) for a certain period. In connection with the absorption of the budget, there are many factors that affect the condition of each work unit. Several issues have been raised, including financial management performance, financial management competencies, organizational commitment and Time Pressure.

Financial management performance is various activities which include planning, implementation, supervision, and accountability carried out by financial management officials in accordance with their position and authority (BPK, Article 1 number 8 of Law No. 15 of 2006). Whether or not the performance of financial management in an agency can be seen from the achievements of the budget absorption that has been set in the DIPA. The absorption of the budget in accordance with the targets set shows that financial management has been running in accordance with the set.

The performance of financial managers is very important in government organizations. Performance is a condition that must be known and informed to certain parties to determine the level of achievement of an agency’s results associated with organizational goals and to know the positive and negative impacts of the operational policies taken (Yuesti, & Kepramareni, 2019).

Research by Malahayati et al (2015) which states that budget planning contributes to improving the performance of financial management and absorption of government budgets. According to Safwan et al (2014) proving that competence and motivation affect the performance of financial management, and it is said that with information about the performance of a government agency, then the necessary actions can be taken such as corrections to policies, focusing on the main activities and organizational goals. Furthermore Harahap et al (2016) states that the level of education does not have a positive effect on the performance of financial managers, organizational commitment affects the performance of financial managers.

The competency of Financial Managers as quoted from the Minister of Finance Regulation No. 171 / PMK.07 / 2015 is the ability possessed by a person or individual, which refers to the skills, experience, and knowledge they have to do a good job. Research related to financial management competencies has been conducted by Safwan et al (2014) stating that competence and motivation both jointly and partially affect the performance of local financial management in local governments. Research according to Siswoyo et al (2018) states that competence has a significant effect on the performance of financial managers in the city of Palu. Furthermore Mantiri et al (2018) states that budget planning has a positive and significant effect, employee competence has a positive but not significant effect and information technology has no effect on budget performance.

Organizational commitment also affects the performance of financial managers. Commitment needed is not only the commitment of the leader but a strong commitment must also come from all implementing activities to achieve the wishes of the organization. According to research Harahap et al (2016) produces organizational commitment influences the performance of financial managers. According to the research of Yumiati et al (2016) shows that the quality of human resources, budget planning and organizational commitment simultaneously influence budget absorption. Partially the quality of human resources and organizational commitment have a positive effect on SKPA budget absorption in the Government of Aceh, while budget planning has a negative effect on SKPA budget absorption in the Aceh Government.

In carrying out its duties and functions, financial managers are often confronted with time pressures that have been set as standard implementation of programs and activities. The use of Time Pressure variables is limited to knowledge and there are not many studies linking Time Pressure to financial management performance and its implications for budget absorption. The research so far related to Time Pressure is more dominantly related to audit results and the quality of financial statements. Ardiansyah et al (2017) research examines the relationship of financial management to budget absorption with time pressure and environmental uncertainty as moderating. This research was conducted in the West Sumbawa Regency government with 45 respondents. The results showed that the performance of financial management had a positive effect on budget absorption. Other results from the study showed that time pressure and environmental uncertainty did not succeed in moderating the relationship between financial management and budget absorption.

Based on the phenomena and differences in the results of previous research studies that have been disclosed previously, it becomes a motivation for researchers to examine more deeply about the competence of Human Resources as financial managers, organizational commitment and Time Pressure as factors that affect financial management performance. Whether or not the performance of financial management in a government agency one of
them can be seen from the level of budget absorption achieved. The absorption of the budget in accordance with the targets set shows that financial management is running well, this shows that the performance of financial management has an impact or implications on budget absorption.

The phenomenon that occurs is the lack of absorption of the State Expenditure Budget (APBN) in almost all regions in Indonesia, including the Denpasar Indonesian Art Institute. The Indonesian Arts Institute of Denpasar is a state tertiary institution under the Ministry of Research, Technology and Higher Education, as a higher education institution the Denpasar Indonesian Art Institute in its management always seeks to prioritize the quality of inputs, processes and graduates so that the alumni and product innovations produced are correct really able to answer the challenges and needs of the community.

Achievement of the budget realization at the Indonesian Arts Institute Denpasar in 2013-2017 absorption of the budget of the Indonesian Arts Institute of Denpasar during the 5 (five) fiscal year periods is still not optimal. This is indicated by the absorption of the budget which ranges from 70 percent to 80 percent. This phenomenon attracts the attention of researchers to determine the factors that affect the performance of financial management, causing the low absorption of the State Budget. The phenomenon that occurs at the Indonesian Arts Institute in Denpasar is some financial managers who do not fully understand their performance, financial management placement that is not in accordance with their education and expertise. There is still a lack of commitment of financial managers to the objectives of the organization and lack of compliance of financial managers in completing their duties in accordance with the time and targets that have been determined.

The second reason is that researchers are interested in finding other answers related to factors related to financial management performance and budget absorption. The third motivation is that there are still few studies whose locations are at the Indonesian Art Institute in Denpasar that raises the conditions of financial management and budget absorption.

An optimal expenditure absorption is one indicator of the quality of spending that wants to be realized in financial management and is a picture of the use of inputs from an activity that produces outputs and outcomes. Data obtained through the Accounting and Reporting Sub Division of the Indonesian Arts Institute of Denpasar, the absorption of the budget in 2013-2017 ranges from 70% - 80% does not reach 90% of the target set by the government where the budget ceiling is not optimally spent. This indicates that there are factors that have caused the absorption of the government budget of the state expenditure not yet maximized.

II. LITERATURE REVIEW

Budget Absorption

In accordance with Law No.17 / 2003 on State finances, a new format of State expenditure has been changed to realize a more transparent and non-overlapping format of State expenditure, with no longer distinguishing between routine and development expenditure. Budget absorption is one of the stages of the budget cycle that starts from budget planning, budget absorption through budget execution and budget management accountability. Law No 14 of 2015 concerning Budget, absorption of work unit budget is the proportion of work unit budget that has been disbursed or realized in one fiscal year.

Until now the central and regional governments do not have a standard definition of what percentage of an agency in the category has a minimum budget absorption. Absorption of the budget illustrates the ability of the government, both central and regional in implementing and accountable for any planned activities (Mardiasmo, 2009). Absorption of local government budgets is an accumulation of budget absorption made by SKPD.

Ability of budget absorption is considered good and successful if the realization of budget absorption is in accordance with the actual physical work that can be completed, assuming that the actual physical work is relatively the same as the planned completion of the work (Lusiana 1997 in Malahayati et al, 2015). Absorption is financial expenditure for use in government activities in order to support the duties and functions of work units. Budget absorption is one of the stages of the budget cycle that starts from budget planning, budgeting and approval by the House of Representatives (DPR), absorption of the budget or implementation of the budget, stages of budget oversight and accountability. Budget absorption is the
output of a government financial management activity. Financial management is carried out in stages starting from planning, implementation, supervision and accountability.

Financial Management Performance

Government Regulation No.8 of 2008 concerning Financial Reporting and Performance Central government agencies article 1 paragraph 2 states that performance is the output / results of activities / programs that would or have been achieved in connection with the use of the budget with measured quantity and quality.

Financial management performance is various activities which include planning, implementation, supervision, and accountability carried out by financial management officials in accordance with their position and authority (BPK, Article 1 number 8 of Law No. 15 of 2006). Budget execution is the stage where resources are used to carry out budget policies. One thing that might happen is that a well-arranged budget is not implemented properly, but it is not possible that a budget that is not well-structured can be implemented properly. The success of budget management aside from the planning, drafting, and implementation process is the reporting system of the budget itself. Reporting as a form of accountability from the government to the community. Each of the stages of budget management is an inseparable unit that is interrelated and supports one another, if there is a mistake or lack at one stage, it will have an impact on the next stages.

Based on Law No. 17 of 2003 concerning State finance, that what is meant by State finance is all the rights and obligations of the State that can be valued in money and everything in the form of money and goods that can be used as State property in connection with the implementation of these rights and obligations. Mardiasmo (2009: 121) states that there are 3 (three) objectives for measuring public sector performance, namely: (1) helping to improve government performance that focuses on the goals and objectives of work unit programs, (2) allocation of resources and decision making, (3) realizing public accountability and improving institutional communication.

Based on the description above it can be concluded that the performance of financial management is the work of financial management officials to realize the goals / targets that have been set in connection with the use of the budget with a measurable quantity and quality.

III. RESEARCH METHOD

This research was conducted at the Indonesian Art Institute Work Unit Denpasar. The location was chosen because the Denpasar Indonesian Art Institute is a work unit of the State Art College in Eastern Indonesia which manages the State Budget. The research will be carried out in January to February 2019. The reasons for choosing the Denpasar Indonesian Art Institute Work Unit as a research site are:

2) Financial Management Performance in the Environment of the Indonesian Art Institute Denpasar is interesting to be further investigated in relation to achieving a clean and accountable bureaucracy as expected.

The sampling technique in this study was done with saturated samples, where the entire population was used as a sample (Yuesti, & Agung, 2019) with a total of 40 financial management apparatuses. The sample criteria in this study are, PPK, PPSPIM, PPK staff, Planning Section, Budget Section, Accounting and Reporting, procurement units, BMN Section and SPI. The sample employees are civil servants with a minimum of one year in office and are financial managers at the Indonesian Institute of Arts Denpasar.

Inferential statistical analysis in this study was to use Partial Least Square (PLS) with the help of the Smart PLS Version 3.2.7 program. PLS is a variance-based structural equation analysis (SEM) that can simultaneously test measurement models while simultaneously testing structural models (Ghozali, 2012). The reason researchers chose this analysis tool is because PLS is more flexible for a variety of research
models, especially if the analysis with more than one dependent variable.

IV. RESEARCH RESULT

Descriptive of Variable

Financial Management Competencies (X1)

Financial Management Competencies are described by indicators: Knowledge, Skills and Attitudes. The average score of respondents' answers for the variable Financial Management Competency is 4.05. This value is included in both criteria. Statement items that have an average score equal to or above the construct average are Attitudes with a score of 4.15, While statement items that have an average score below the average construct score of Skills with a score of 4.02, Knowledge with a score of 3.97. All items of the Financial Management Competency variable have an average score in good criteria, meaning that the competency of the financial manager gives an influence on Financial Management Performance at ISI Denpasar. This indicates that the officials involved in managing finances at ISI Denpasar tend to be competent in managing finances in their area of responsibility and managing the organization's finances in general.

Organizational Commitment (X2)

Organizational Commitment is described by indicators: Affective Commitment, Continuous Commitment, Normative Commitment. The average score of respondents' answers for the career development variable is 4.17. This value is included in both criteria. Statement items that have an average score equal to or higher than the construct average are Affective Commitments with a score of 4.27 and a continuous commitment with a score of 4.17. While statement items that have an average score below the construct average are normative Commitments with a score of 4.08 in general all statement items from the variable Organizational Commitment have an average score in good criteria, this shows that the financial manager at ISI Denpasar has a high commitment in carrying out its duties as a financial manager in its area of responsibility and in managing the organization's finances in general.

Time Pressure (X3)

Time Pressure (X3) is illustrated by indicators: Compliance with time, Concentration Level in time pressure, and Time demands. The average score of respondents' answers for employee performance variables is 4.04. This value is included in both criteria. Statement items that have an average score equal to or higher than the construct average are Time Demands with a score of 4.19 and Compliance with time with a score of 4.05. While the statement items that have an average score below the construct average is the Concentration Level in time pressure with a score of 3.88.

Generally all statement items from the Time Pressure variable have an average score in either criterion. This shows that the existence of time factors cannot be separated in financial management. Time pressure is a matter that must be considered in order to be a motivation for financial managers to carry out financial management tasks and functions. Compliance with time can guarantee financial management can be carried out smoothly in accordance with the targets and deadlines set.

Financial Management Performance (Y1)

Financial Management Performance (Y1) is illustrated by indicators: Budget program planning, Program and budget implementation, Evaluation and Audit activities, and Accountability Reports. The average score of respondents' answers for employee performance variables is 4.14. This value is included in both criteria. Statement items that have an average score equal to or higher than the average construct are program planning and budget with a score of 4.15 and Evaluation and Audit Activities with a score of 4.14. While the statement items that have an average score below the construct average are the Program and Budget Implementation with a score of 4.13 and the Accountability Report with a score of 4.13. In general, all items of statement of financial management performance variables have an average score in good criteria, this shows that financial management at the Indonesian Arts Institute of Denpasar has been carried out properly as expected. The next hope is expected to maintain and maintain performance in financial management so that it will be better in its implementation, process and according to the standard rules that have been applied.

Budget Absorption (Y2)

Budget Absorption (Y2) is illustrated by indicators: Appropriateness of plans and budget realization, Predicting financial performance, and Basis for decision making. The average score of respondents' answers for employee performance variables is 4.14. This value is included in both criteria. Statement items that have an average score of equal to or higher than the average construct are Conformity of plan and budget realization with a score of 4.19 and Predict financial performance with a score of 4.18. Whereas statement items that have an average score below the construct average are the Decision Basis with a score of 4.05. In general, all statement items from the budget absorption variable have an average score in good criteria, this illustrates that the achievement of budget realization can be
utilized and useful for ISI Denpasar. Hope in the future ISI Denpasar can maximize the achievement of budget realization to achieve the vision and mission of ISI Denpasar.

Data Analysis

Data processing techniques for this study use SEM method based on Partial Least Square (PLS), where data processing requires two stages to assess the Fit Model of the research model (Ghozali, 2006: 19). These stages are evaluating the outer model or measurement model, and the evaluation stage of the structural model or the structural model / inner model. To measure the validity and reliability of these indicators are a) convergent validity, b) discriminant validity, and c) composite reliability and Cronbach alpha.

Assessment of the outer model and measurement model

All indicators have an outer loading value > 0.50 (original sample value (O); then all indicators used to reflect the construct are valid. The calculation results in Figures 2 and 3. The AVE values of each construct have shown values > 0.50 and index value √AVE of each construct is greater than the correlation value between constructs, so that it meets valid requirements based on discriminant validity criteria, the composite reliability value of each construct has shown values greater than 0.70 so that it meets the reliable requirements based on the criteria of composite reliability.

RESULT ANALYSIS

Assessment of the outer model and measurement model

Structural model / inner model.

R2 value of financial management performance of 0.806; based on Chin criteria (Lathan and Ghozali, 2012: 85), then the model is included in the strong model criteria, the meaning is the variation in the competence of financial managers, organizational commitment and time pressure able to explain variations in financial management performance by 80.60% percent, the remaining 19.40 % percent is explained by variations of other variables outside the analyzed model. While the absorption of the budget has an R-square value of 0.773 or includes a strong model, meaning that variations in the competence of financial managers, organizational commitment, time pressure and performance of budget management are able to explain variations in budget absorption of 77.30% while the remaining 22.70 percent is explained by variations outside model.

Calculation with GoF shows an average value of R2 of 0.790 while an average of Communality of 0.984, then a GoF value of √ AR2 * A.Com = √ 0.790 * 0.984 = √ 0.777 = 0.882 This means that the global model is a good predictive (large).

Hypothesis Testing

1) The first hypothesis states that the competence of financial managers influences the performance of financial management is rejected, this is indicated by the competence of financial managers having a positive effect of 0.117 on the performance of financial management, and the relationship is not significant at the 0.05 level with a t value of 0.692 smaller than T-table value is 1.96.

2) The second hypothesis states that organizational commitment has a positive and significant effect on the performance of financial management is rejected, this is indicated by organizational commitment having a positive effect of 0.015, but the relationship is not significant at the 0.05 level with a t value of 0.079 smaller than the T-table which is 1.96.

3) The third hypothesis states that Time pressure has a significant effect on the performance of financial management received, this is indicated by a Time Pressure of 0.783 on the performance of financial management and the relationship is significant at the 0.05 level because the calculated t value of 7.883 is greater than the T table value of 1.96.

4) The fourth hypothesis states that financial management performance has a significant positive effect on the budget absorption is accepted, this is indicated by the value of financial management performance of 0.879 to budget absorption, and the relationship is significant at the 0.05 level because the T-statistic value is greater than 1.96 ie amounted to 31,812.
Discussion

Effect of Competency on Financial Management Performance

Based on the results of the analysis of research data, the variable competence of financial managers does not affect the performance of financial management at the Indonesian Arts Institute in Denpasar. This shows that the competence of financial managers does not significantly influence the performance of financial management, although in theory it states that competencies affect performance. The theory that explains that competence can deepen and expand work skills, the more often a person does the same work, the more skilled and the faster he completes the work. The more types of work a person does, his work experience is richer and broader, and allows for increased performance (Simanjuntak 2005: 113).

This insignificant influence seen from the average of the indicators measured shows that Knowledge and Skills have a score below the average value of 4.05. This illustrates that the competence of financial managers does not affect the performance of financial management. In the descriptive variable competency indicators The highest attitude influences the performance of financial management compared to knowledge and skills. This is also seen from the level of education, not all financial managers have an educational background in economics, although most of the educational background is S1 but some of the financial managers have technical, social political education backgrounds, and even some financial management officials are Lecturers in the Arts at ISI Denpasar. These findings indicate that the competence of a good financial manager will not necessarily make a major contribution to the achievement of organizational goals as indicated by better performance.

This study is in line with research conducted by Dhermawan et al 2012 with the title Effect of Motivation, Work Environment, Competence and Compensation on Job Satisfaction and Employee Performance in the Office of Public Works in the Province of Bali, with the results showing that competence has no significant effect on employee performance. Karina Research (2017) with the title Analysis of the influence of competence and motivation on employee performance, shows that competence has no significant effect on the performance of employees of PT. PLN (Persero) Lampung regional distribution office. Achmad et al's research (2018) on the Effect of Work Motivation and competence on employee performance shows that Competence has a positive but not significant effect on employee performance by the District Education Office in Takalar. Agus Widyasmiko's research (2011) on the Effect of Supervision and employee competence on improving employee performance in the agriculture and forestry service of Bintan Regency, Riau Islands Province, the results show that Competence has no significant effect on employee performance in the Agriculture and forestry service of Bintan Regency.

Effect of Organizational Commitment on Financial Management Performance

Based on the results of the analysis of research data, the variable organizational commitment does not affect the performance variables of financial management at the Indonesian Arts Institute in Denpasar. This shows that organizational commitment does not significantly influence management performance, although in theory it says that organizational commitment has a positive effect on job performance, organizational behavior and job satisfaction (Allen and Meyer 1996; Meyer and Allen 1997).

Organizational commitment is demonstrated through employee loyalty to the organization so that they will exert their attention for the success of organizational goals. High organizational commitment should be able to motivate financial managers to display good work performance, but this was not proven in this study. This is indicated in descriptive variables where financial managers have good affective commitment and continuous commitment, namely a strong desire to remain a member of the organization at this time and high acceptance of the values and goals of the organization, but financial managers have a low normative commitment due to lack of employee loyalty.
towards his organization. This is also shown by the characteristics of respondents by sex, where male respondents are more numerous than women, so male loyalty is lower than women. Where according to John Gray in his book Mars and Venus in the Workplace (2003), where women are more interested in the quality of relationships and the work environment, devoting more time and attention to helping each other and having a good quality relationship with other people. Women also tend to show commitment by doing their best so this shows that women have a higher normative commitment than men. This gives the finding that affective and sustainable commitments must be increased compared to their normative commitments to improve financial management performance at the Indonesian Institute of Arts Denpasar.

The results of this study are in line with the research of Jajang Adifitya (2014) with the title organizational commitment to the performance of employees of PT. Bukti Makmur Mandiri site Kideco Jaya Agung Batu Kajang, Paser Regency which states that organizational commitment influences low performance. This study agrees with the research of Sahidillah Nurdin and Acep rohendi (2016) with the title Transformational leadership style, organizational culture and employee performance by mediating organizational commitment in LPP TVRi West Java which states that organizational commitment has no effect on employee performance.

Effect of Time Pressure on Financial Management Performance

Based on the results of the analysis of research data, the Time Pressure variable influences the financial management performance variable at the Indonesian Arts Institute in Denpasar. Determination of the execution time of programs and activities starting from planning, implementation and reporting results in financial management in a condition that cannot be delayed. Financial management will improve with time pressure which limits the implementation of programs and activities. The existence of time pressure will keep financial management on the right track according to procedure. The existence of time pressure will be a motivation for implementation to be concentrated with high priority so that the optimal implementation and results.

In accordance with the goal setting theory which implies an organization remains focused on achieving organizational goals and objectives. Time Pressure can be used as a good motivation so that financial management can be carried out in accordance with the specified time. Likewise, if time pressure is felt as a burden on financial management it will become a boomerang that can cause financial management to not be completed on time.
carried out in a structured and procedural manner. Research by Ardiantsayah et al. (2017) states that each management stage if examined together together has a significant positive effect on budget absorption.

Hope in the future the Indonesian Art Institute in Denpasar needs to pay attention to the factors that influence the performance of financial management. Improving the competence of financial managers as non material material capital agencies, increasing the commitment of financial management organizations and making the time pressure factor a motivation is a simple step to support better financial management.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions
1. The competence of financial managers does not affect the performance of financial management. This gives the meaning that the competence of good financial managers is not certain to make a major contribution to the achievement of financial management performance.
2. Organizational commitment does not affect the performance of financial management. These results indicate that the higher commitment of financial management organizations does not result in an increase in financial management, or an increase but not significant.
3. Time Pressure affects the performance of financial management. This shows that the existence of time pressure will be able to keep financial management on the right track according to the set schedule so as to improve financial management performance.
4. Financial Management Performance affects budget absorption. This shows that good financial management performance will increase budget absorption at the Indonesian Institute of Arts Denpasar.

Recommendations
1. To improve the performance of financial management and have implications for high budget absorption, it is recommended that the leadership of the Indonesian Arts Institute consider the level of competence of financial managers in various aspects to determine the proper placement of financial managers and make good efforts by providing training, technical guidance on financial management.
2. To improve financial management performance at the Indonesian Arts Institute in Denpasar, it is necessary to increase commitment to the organization so that financial managers have the attachment and loyalty to their organizations, through increasing participation and awareness of

REFFERENCES


http://www.journals.seege.com/index.php/IJSEGCE DOI: https://doi.org/10.1234/ijsegce.v3i1.92


Republik Indonesia. 2015. Undang- undang Nomor 14 Tahun 2015 tentang Anggaran Pendapatan dan Belanja Negara


Peraturan Pemerintah Nomor 8 Tahun 2006 tentang Pelaporan Keuangan dan Kinerja Instansi Pemerintah.


Peraturan Kepala BKN Nomor 8 Tahun 2013 Tentang Pedoman Perumusan Standar Kompetensi Teknis Pegawai Negeri Sipil.


Sugiyono, 2013, Metodologi Penelitian Kuantitatif, Kualitatif Dan R&D. (Bandung: ALFABETA)


