

**The Effect Of Transparency, Accountability, And The Concept Of Value For Money  
On Public Sector Financial Management At The Regional Financial And Asset  
Management Agency (Bpkd)  
Papua Province**

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**ABSTRACT**

This research aims to determine the influence of transparency, accountability, and the concept of value for money on public sector financial management at BPKAD Papua Province. This type of research is associative. The sample in this study was 50 state civil servants in the secretariat sector, budget sector, district/city financial development sector, regional treasury and cash sector, regional asset management sector, and accounting sector. The data sources used in this research are primary data and secondary data. Data collection techniques using questionnaire data. The data analysis techniques used in this research consist of descriptive statistical tests, validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis tests, t-tests, f-tests, and coefficient of determination tests using applications. IBM SPSS version 23. The research results show that the variables of transparency, accountability, and the concept of value for money have a positive and significant effect on public sector financial management at BPKAD Papua Province.

Keywords: Transparency Value, Accountability, Value for Money Concept, Financial Management in the Public Sector

**INTRODUCTION**

Public sector organizations are organizations led by the government and have legitimate roots in public trust, so the implementation stage must be accompanied by an open and clean government system (Putra, 2018). This is related to increasing public concern about the government regulatory process (Laoli, 2019). Related to the need for financial management it must be managed responsibly and openly.

The accounting system used by public institutions is public sector accounting. Communities ask public institutions to manage their budgets in a transparent and accountable manner (Laoli & Si, 2019). The public sector is often seen as a place of waste of funds, inefficiencies, losses, and leakage of funds. In addition, direct expenditure budgets are often not appropriate, so uneconomical, effective, and efficient goals are not achieved (Laoli & Si, 2019).

The urgency of implementing the principles of transparency and accountability in regional financial management. These two principles are expected not only to reduce task irregularities and fraud but also to make the government responsible for all government activities and information regulated in Presidential Regulation No. 7 of 1999 concerning the importance of implementing LAKIP and SAKIP, as well as the Public Information Disclosure Law (UU-KIP) No. 14 of 2008 concerning transparency of government activities and activities. Governments must implement good transparency and accountability if

they manage their budgets in an accountable, transparent, and statutory manner. To realize public expectations and achieve their goals, the government needs to be accountable and transparent (Rigian & Purnama Sari, 2020). However, in reality, there are still irregularities in government performance, such as corruption, collusion, and nepotism in the government bureaucracy, which has the potential to reduce people's trust in the government.

The performance of the Papua provincial government has recently become a public concern, especially in terms of managing public funds. In 2022, the Governor of Papua for the period 2013 to 2018 and 2018 to 2023 was suspected of corruption. Determination of the Governor of Papua as a criminal perpetrator of corruption cases by the KPK (Corruption Eradication Commission). When the Governor of Papua served from 2013 to 2023, he was found guilty of corruption namely gratification and bribery. He was also charged with suspected Money Laundering (TPPU). Currently, the trafficking case is under investigation at the KPK. In addition, the anti-corruption agency recently announced that the 2-term Governor of Papua was also indicted for alleged corruption in the misuse of the governor's operational funds. The central government continues to monitor the distribution of funds from the Papua provincial government account after the KPK determined the Governor of Papua as a perpetrator of corruption in the form of gratification and bribery. As a result of this case, the Papua Provincial government's account of 1.5

trillion was frozen by the Center for Financial Transaction Reporting and Analysis (PPATK). According to Ivan Yustiavandana, the head of PPATK (2023), PPATK only freezes certain accounts that are indicated to be potentially deviant.

Based on the evaluation of the implementation of the activities of the Regional Management and Asset Agency of Papua Province for Fiscal Year 2017, all of them have been carried out well, but there are still activities that are not carried out, namely Socialization of Regulation Packages on Regional Financial Management, Maintenance of Regional Financial Management Information Systems, Development of Systems Information and Database of Regional Financial Management Districts / Cities throughout Papua, Preparation / Discussion of Regional Financial Management Regulations, and Construction of Archival Information Data Base. Of the five activities that were not carried out and the absorption or realization of some activities was relatively low, it affected so that the achievement was only 84.05%. The Regional Financial and Asset Management Agency in implementing programs and activities is supported by DAU (General Allocation Fund), PAD (Regional Original Revenue) and DBH (Production Sharing Fund) funds of Rp.190,589,081,689.00 with details of Indirect Expenditure of Rp.124,059,529,830.00 and Direct Expenditure of Rp.66,529,551,859.00. When compared with the achievement in 2016, which was 84.21%, it shows that there was a decrease in the implementation of activities in terms of budget due to a lack of collaboration and coordination from staff and leaders of the Regional Financial and Asset Management Agency of Papua Province. In addition, it is necessary to improve the low public awareness about the government's performance, which makes them not involved in monitoring it. This is done to ensure that the government is always asked to increase openness, supervision, and accountability for the performance of the budget.

The research aims to evaluate the impact of transparency, accountability, and value for money on the public sector financial management of BPKAD Papua Province. By assessing these factors individually and collectively, it seeks to provide theoretical insights for academics into enhancing public sector accounting practices. Moreover, the study aims to offer practical benefits by serving as a valuable reference for regional governments, particularly BPKAD, to establish transparent governance systems, ensuring accountability and optimizing value for money. Ultimately, the research endeavors to contribute to the improvement of financial reporting, governance, and overall public sector management in Papua Province, fostering better service delivery and resource utilization for the benefit of stakeholders.

### **Stewardship**

The grand theory underlying this research is part of agency theory, stewardship theory (Donaldson and Davis, 1991), which describes situations in which management is not motivated by individual goals but rather aimed at their primary outcome goals for the benefit of the organization. The theory assumes that there is a strong relationship between organizational satisfaction and success. Organizational success describes the maximization of the utility of the principals and management groups. Maximizing the utility of this group will ultimately maximize the interests of individuals in the organizational group.

The contract relationship between stewards and principals based on trust acts collectively under the objectives of the organization, so the appropriate model in the case of public sector organizations is stewardship theory. The implications of stewardship theory for this research can explain the existence of local government as an institution that can be trusted to act under the public interest by carrying out its duties and functions appropriately, making financial accountability entrusted to it, so that economic goals, public services, and public welfare can be achieved optimally. To carry out this responsibility, stewards (Regional Government and BPKAD Papua Province) direct all their abilities and expertise in streamlining financial management to be right on target that can produce good governance, as well as providing quality and transparent financial information reports.

### **Transparency**

Honesty and openness are two important principles in effective organizational management, and openness means that all company actions must have high accuracy to obtain supervision from the public.

Transparency is the principle of guaranteeing freedom or access for each individual to obtain data on the implementation of the government system, namely data on regulations, stages of preparation and implementation, and performance achieved, said Krina (2003). However, transparency, according to Mardiasmo (2004), means government transparency in providing information about public resource governance to those who need it

### **Accountability**

Accountability usually means the obligation to give accountability or answer about the actions and performance of legal institutions or organizational leaders to the authorities. Narrowly, accountability is a form of accountability that is guided by other individuals and the purpose of organizational accountability.

According to Sedarmayanti, Accountability is the responsibility to account for

the failure or success of the implementation of the organization's mission in achieving predetermined goals and targets with the use of accountability media that is carried out regularly. Meanwhile, Mohammad Mahsun revealed that accountability has a broad and narrow definition. In general, accountability means that the trustee (agent) is responsible for accounting, providing, reporting, and disclosing all actions and actions that are his obligation.

### **Konsep Value for Money**

Value for money is an idea that assesses the performance of public sector companies based on the level of achievement of work programs based on three important factors, namely efficiency, economy, and effectiveness. This idea shows whether a fund or budget generates a certain value for society. According to Nordiawan and Hertianti (2010), Value for money is a measure that shows whether the funds allocated form a value for the community. While Mahmudi (2015) revealed value for money is an idea in public sector companies that illustrates an appreciation of value for money. The performance benchmark of value for money is the measurement of performance for efficiency and effectiveness as well as the economics of programs, activities, and companies.

### **Public Sector Financial Management**

How accounting is used in the public sector is closely related. According to Haryanto (2018), the public domain is a wider and more complicated area than the private or business domain. Public services are offered through public-sector accounting. Public sector accounting is one of the fields of accounting that includes high-state institutions and institutions under them, state-owned and local companies, local governments, political parties, foundations, universities, and other non-profit organizations (Bastian, Indra, 2006).

In terms of environmental variables, in addition to being influenced by economic factors, the public sector is also influenced by social, cultural, political, and historical factors. These factors lead to different opinions, different senses, and definitions. Based on an economic perspective, the public sector can be interpreted as a company that produces goods and services to meet the needs and rights of the community (BPPK, Ministry of Finance). The purpose of accounting for public sector organizations, according to the American Association of Accountants (1970) and Glynn (1993), is to present the information needed to manage operations and allocate resources charged to the organization in a reasonable, economical, and efficient manner. It also includes presenting information on responsibilities for managing and reporting on the performance and use of community funds. Therefore, public sector accounting is

concerned with providing data for management supervision and responsibility.

### **Previous Research**

Niken Ayu Zaskia et al (2020) researched "The Effect of Clarity of Budget Targets, Realization of Transparency Value, Accounting Control, Accountability, Value For Money on Public Sector Financial Accounting Management" This type of research is quantitative research that uses primary data, namely data obtained directly from respondents through answers to research questions. The population in this study was in the Regional Apparatus Work Unit (SKPD) within the Malang City Government in 2020. The sampling technique uses purposive sampling. In this study, the sample is the staff of the Section, especially the staff of the Regional Finance & Assets Agency (BKAD) in the Malang City Government.

### **Research Hypothesis**

H1: Transparency has a positive and significant effect on public sector financial management at BPKAD Papua Province.

H2: Accountability has a positive and significant effect on public sector financial management at BPKAD Papua Province.

H3: The concept of Value for money has a positive and significant effect on public sector financial management at BPKAD Papua Province.

H4: Transparency, Accountability, and Value for Money concepts simultaneously affect public sector financial management in BPKAD Papua Province.

### **RESEARCH METHODS**

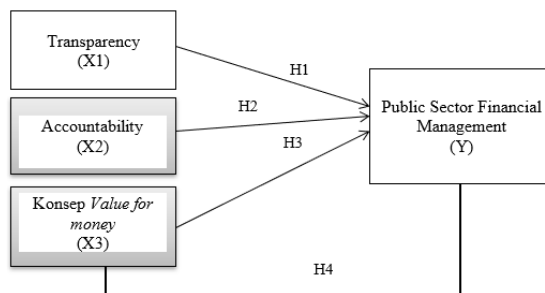
Associative research is a type of research that examines how two or more variables influence each other. This study investigates how the concepts of value for money, transparency, and accountability impact financial management in the public sector at the Papua Province Regional Financial and Asset Management Agency (BPKAD). The implementation of this research was at the office of the Regional Finance and Asset Management Agency of Papua Province (BPKAD) with a population of 145 people which is the total staff of the Papua Province BPKAD Office. While purposive sampling is a sampling technique with certain considerations and criteria, Sugiyono (2018). Under these considerations, a sample of 50 people was taken from the total population of echelon III and IV employees in BPKAD Papua Province, because this group is the highest group in the State Civil Apparatus group who understand very well how to carry out organizational management procedures correctly, including those who have work experience exceeding five years.

**Data Collection Methods**

Researchers use questionnaires in data collection. Questionnaires, also known as questionnaires, are distributed to research subjects in the form of a list of written questions (Kusumah:2019). By using questionnaires, respondents can provide answers more easily because alternative options are readily available.

**Data Analysis Methods**

SPSS 23 software is used as a data analysis technique. Data analysis consists of five parts, including a descriptive Statistical Test, Data Quality Test, Classical Assumption Test, Multiple Linear Regression Analysis Test, and Research Hypothesis Test



**Figure 1. Frame of Mind**  
Source: Author, 2024

**RESULTS AND DISCUSSIONS**

**Data Analysis**

This research aims to determine how much influence transparency, accountability, and the concept of value for money have on public sector financial management in BPKAD Papua Province. In this study, 50 questionnaires were distributed in 6 areas of BPKAD Papua Province. The total number of questionnaires distributed was 50 and the number returned was 50 (100%), the questionnaires that returned and could be processed were 50.

**Descriptive Statistical Test**

**Descriptive Statistics**

		Mini	Maxi	Me	Std.
	mum	mum	an	Deviation	
X1. Transparency	0	28.00	50.00	37.76	5.88
X2. Accountability	0	27.00	50.00	37.28	5.06
X3. Value for money	0	30.00	50.00	38.62	4.13
Y. Public Sector Financial Management	0	24.00	40.00	31.36	3.59
Valid N (listwise)	0				

The table above shows an average transparency variable score of 37.76 with a standard deviation of 5.89. The transparency variable's highest score was 50 and the lowest score was 28. The average score of the accountability variable was 37.28 with a standard deviation of 5.06. The accountability variable's highest score was 50 and the lowest score was 27. The average variable value for money score was 38.62 with a standard deviation of 4.1. The highest score of variable value for money is 50 and the lowest score is 30. The average score of the public sector financial management variable was 31.36 with a standard deviation of 3.6, the highest score of the financial management variable was 40 and the lowest score was 24.

**Data Quality Test Results**

**a. Validity Test**

Based on the results of the questionnaire validity test, it can be seen that the questionnaire

used discusses research variables, namely the influence of transparency, accountability, and the concept of value for money. In the Transparency variable of the 10 statement items, the value of the correlation coefficient is a positive value and greater than the r-table which is 0.2787, so it can be concluded that all indicators in the transparency variable can be said to be valid so that further analysis can be carried out. As a result of the Accountability variable of the 10 statement items, the value of the correlation coefficient is at positive value and is greater than the r-table which is 0.2787. Thus, it can be concluded that all indicators on the accountability variable can be said to be valid so that further analysis can be carried out. In the Value for Money Concept variable of 10 statement items, the value of the correlation coefficient is a positive value and is greater than the r-table value of 0.2787. Thus, it can be concluded that all indicators on the value for money variable can be said to be valid so that

further analysis can be carried out. In the Public Sector Financial Management variable of the 8 statement items, the value of the correlation coefficient is a positive value and is greater than the r-table value of 0.2787. Thus, it can be concluded that all indicators on the Employee Performance variable can be said to be valid so that further analysis can be carried out.

**b. Reliability Test**

Based on the results of reliability tests, it can be seen that the questionnaire used regarding the transparency value has a Cronbach's Alpha value of 0.937 which is greater than 0.6. Thus, this shows that the variable transparency value is said to be reliable. The work discipline variable has a Cronbach's Alpha value with a value of 0.892 which is greater than 0.6. This shows that the accountability variable is said to be reliable. The Value for money variable has a Cronbach's Alpha value of 0.909 which is greater than 0.6. This shows that the value-for-money variable is said to be reliable. Meanwhile, financial management variables in the public sector have a Cronbach's Alpha value of 0.883 which is greater than 0.6. Thus, it can be concluded that financial management variables in the public sector are said to be reliable. So it can be concluded from the results of reliability tests in Table 4.8 that all indicators or statements on independent variables are declared reliable as measuring instruments.

**Classical Assumption Test Results**

**a. Uji Asumi Classical**

From the results of data processing obtained a large normality test significance value of  $0.2 > 0.05$ , it can be concluded that the residual value is normally distributed.

**Multiple Linear Regression Analysis Test Results Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Sa
		Std. Error	Beta			
(Constant)	6.609	3.141		2.104	.041	
X1. Transparency	0.043	.087	.071	.495	.623	
X2. Accountability	0.342	.107	.482	3.202	.002	
X3. Value for money	0.269	.111	.309	2.410	.020	

a. Dependent Variable: Y. Public sector financial management

Source: SPSS 23 processed data

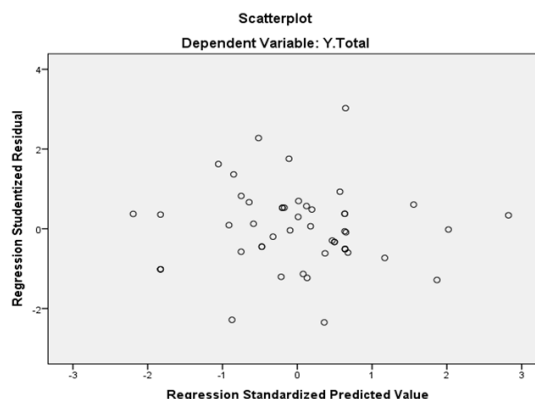
From Table 4. The following values can be known:

1. Constant: 6.609
2. Transparency: 0.043
3. Accountability: 0.342
4. Value for money: 0,269

**b. Multicollinearity Test**

The results of data processing showed that the variable Tolerance value of transparency value (X1) was  $0.416 > 0.01$  and the VIF value was  $2.403 < 10$ . For the accountability variable Tolerance value (X2) of  $0.374 > 0.01$  and the VIF value of  $2.672 < 10$ . Furthermore, for the Tolerance value for money (X3) variable of  $0.514 > 0.01$  and the VIF value of  $1.946 < 10$  It can be concluded that all research variables do not have a perfect correlation between independent variables, then the regression model does not have multicollinearity.

**c. Heteroskedasticity Test**



Source: Data processed SPSS 23

Based on Figure 4.1 there is no clear pattern and the number on the Y-axis is below 0, it can be concluded that all variables do not experience symptoms of heteroskedasticity.

The above results are entered into the multiple linear regression equation to find out the following equation.

$$Y = 6.609 + 0.0431 + 0.3422 + 0.2693$$

Information:

1. A constant of 6.609 indicates that the value of the independent variable is considered constant, so transparency in the Regional Financial and Asset Management Agency (BPKAD) of Papua Province will increase.
2.  $\beta_1$  of 0.043 with a positive relationship direction indicates that if the accountability value increases, it will be followed by an increase in public sector financial management by 0.043 assuming other independent variables are considered constant.
3.  $\beta_2$  of 0.342 with a positive relationship direction shows that if accountability increases, it will be followed by an increase in public sector financial management by 0.342 assuming other independent variables are considered constant.
4.  $B_3$  of 0.269 with a positive relationship indicates that if the value of money increases, it will be followed by an increase in public sector financial management of 0.269 assuming other independent variables are considered constant.

#### Test Research Hypothesis

From the data, the results of data processing can be concluded as follows.

1. Transparency has a significance value of 0.623 which means this value is greater than 0.05. The calculated value of the transparency variable is 0.595. The calculated value is  $0.595 < t_{table}$  is 1.678. Thus, it can be concluded that H1 rejected or partial transparency has no positive and significant effect on public sector financial management at the Regional Financial and Asset Management Agency (BPKAD) of Papua Province.
2. Accountability has a significance value of 0.002 which means this value is less than 0.05. The calculated accountability value is 3.202. The calculated value is  $3.202 > t_{table}$  is 1.678. Thus, it can be concluded that H2 is accepted or partially accountability has a positive and significant effect on public sector financial management at the Regional Financial and Asset Management Agency (BPKAD) of Papua Province.
3. Value for money has a significance value of 0.02 which means this value is less than 0.05. The calculated value of Value for money is 2.401. The calculated value is  $2.401 > t_{table}$  is 1.678. Thus, it can be concluded that H3 received or partially value for money has a positive and significant effect on public sector financial management at the Regional Finance and Asset Management Agency (BPKAD) of Papua Province.

#### Simultaneous Significance Test (F-Test)

From the ANOVA F-test, a calculated F value of 24.005 was obtained with a significant level of 0.000. Based on these results, it can be concluded

that H4 is accepted, namely transparency, accountability, and value for money, which has a significant effect on public sector financial management at the Regional Financial and Asset Management Agency (BPKAD) of Papua Province because of the significant level of  $0.000 < 0.05$ . Then for  $F_{calculate} 24.055 > F_{table} 2.79$ .

#### Coefficient of Determination Test (Adjusted R<sup>2</sup>)

In the results of data processing, the adjusted R Square results obtained were 0.585 which means the ability of the variables of transparency, accountability, and value for money in explaining financial management in the public sector by 59% and then the rest ( $100\% - 59\% = 41\%$ ) explained by variables that were not studied in this study.

#### Discussion

The results of the hypothesis and regression tests showed that the variable X1 transparency obtained a significance value greater than the specified significance (0.05) while the variables X2 accountability and X3 value for money obtained a significant value smaller than the specified significance (0.05). This indicates that if accountability and value for money are high, it will be followed by Public Sector Financial Management.

#### The Effect of Transparency on Financial Management in the Public Sector

The hypothesis test proves that transparency does not have a significant effect on financial management in the public sector. By looking at the results of the t-test with a value of 0.595 and a value of sig.  $0.623 < 0.05$  which can be seen in Table 4.7. Thus, the existence of significant figures indicates that there is no influence between transparency and public sector financial management in the Regional Financial and Asset Management (BPKAD) of Papua Province.

Transparency means the openness of the government in providing information related to public resource management activities to parties who need information (Mardiasmo in Juliastuti, 2013). Transparency is built based on the freedom to obtain information needed by the community, meaning that information related to the public interest can be directly obtained by those in need, transparency implies that financial statements are not only made but also open and accessible to the public, because government activities are carrying out the people's mandate".

From these results, it can be concluded that there is no influence arising from increasing the value of transparency on financial management in the public sector. This means that systems programmed directly through IT are available, financial reporting generated and integrated, but does not demonstrate the government's openness to

the management of public resources to encourage transparency. The results of this study are under research conducted previously by (Aprilia & Sari, 2022) which stated that the value of transparency does not have a positive and insignificant effect on public sector financial management. The results of this study revealed that the community felt a gap in financial transparency in the public sector and needed improvement related to financial transparency in BPKAD Papua province.

#### **The Effect of Accountability on Financial Management in the Public Sector**

The hypothesis test proves that accountability has a significant and positive effect on Public Sector Financial Management. By looking at the results of the accountability t-test with a value of 3.202 and a sig value.  $0.002 < 0.05$  which can be seen in Table 4.7. Thus, the existence of significant figures indicates that there is an influence between accountability and public sector financial management in BPKAD Papua Province.

Based on the results of these statistical tests, it can be concluded that accountability is a means of monitoring the success of a company's organization within a certain period in reporting on bookkeeping or financial management. According to Sedarmayanti (2003), accountability is the responsibility to account for the failure or success of the implementation of the organization's mission in achieving predetermined goals and targets with the use of accountability media that is carried out regularly. Accountability is also one of the benchmarks for the realization of Corporate Governance, so that through accountability the public can assess whether the government has worked economically, efficiently, and effectively and public sector management can also be carefully arranged.

The results of this study are in line with the findings of Mohammad Noor Afriza (2020), Niken Ayu, Saskia, Moh. Amin, & Junaidi (2020), Mustari S (2020), Redi Antonius Nababan, Marlon Sihombing, & Husni Thamrin (2018), Ricky Ary Syahputa (2018) stated that accountability has a positive and significant effect on the public sector financial management. The results of this study reveal that the more responsible the company, the greater the effect produced on financial management in the public sector.

#### **The Effect of Value for Money on Financial Management in the Public Sector**

The hypothesis test proves that value for money has a significant effect and has a positive effect on Public Sector Financial Management. By looking at the results of the value for money t-test with a value of 2.401 and a value of sig.  $0.02 < 0.05$  which can be seen in Table 4.7. Thus, the existence of significant figures indicates that there is an

influence between value for money and financial management in the public sector in Papua Province.

Based on the results of these statistical tests, it can be concluded that the concept of value for money is also used as a measure of accountability in financial management, which means that this concept is one of the support systems in financial management in the public sector. Value for money is a bridge to lead local governments or organizations to achieve good governance. The concept of the value of money is something that must be operationalized in regional financial management and the regional budget. To support the management of community funds based on this concept, a good regional financial management system and regional budget are needed. This can be achieved if the government and its local financial institutions have a good accounting system. Mahmudi (2015) revealed that value for money is an idea in public sector companies that illustrates appreciation of value for money. The performance benchmark of value for money is the measurement of performance for efficiency and effectiveness as well as the economics of programs, and activities.

The results of the study are in line with the findings of Niken Ayu, Saskia, Moh. Amin, & Junaidi (2020), Mustari S (2020), and Ricky Ary Syahputa (2018) stated that the value of money has a positive and significant effect on public sector financial management. The results of this study revealed that the more organizations or companies apply the concept of the value of money, the greater the effect produced on financial management in the public sector.

#### **The effect of transparency, accountability, and value for money on public sector financial management**

Hypothesis testing carried out is that it is suspected that the simultaneous effect of transparency, accountability, and value for money on public sector financial management is acceptable. From the results of regression analysis, it was obtained that the independent variables of transparency, accountability, and value for money simultaneously had a significant and positive effect on public sector financial management. This is evidenced by the calculation results From the Anova F-test, a calculated F value of 24.005 was obtained with a significant level of 0.000. Based on these results, it can be concluded that H4 is accepted, namely transparency, accountability, and value for money, which has a significant effect on financial management in the public sector at the Regional Financial and Asset Management Agency (BPKAD) of Papua Province because of the significant level of  $0.000 < 0.05$ . Then for F calculate  $24.055 > F_{table} 2.79$ .

The purpose of accounting for public sector organizations, according to the American

Association of Accountants (1970) and Glynn (1993), is to present the information needed to manage operations and allocate resources charged to the organization in a reasonable, economical, and efficient manner. It also includes presenting information on responsibilities for managing and reporting on the performance and use of community funds. Therefore, public sector accounting is concerned with providing data for management supervision and responsibility.

The results of this study are under previous research conducted by Niken Ayu, Saskia, Moh. Amin, & Junaidi (2020), Mustari S (2020), and Ricky Ary Syahputra (2018) suggest that the value of transparency, accountability, and value for money positively and significantly affect employee performance. From the results of this study, it can be concluded that improving financial management in the public sector must be supported by transparency, accountability, and value for money which is even better.

## CONCLUSION

Based on the research findings on the impact of transparency, accountability, and value for money on public sector financial management in BPKAD Papua Province, several conclusions emerge. Firstly, transparency does not significantly enhance financial management in the region, indicating the need for reassessment of its implementation. Secondly, accountability demonstrates a positive and significant influence, highlighting its importance in fostering responsible governance and financial reporting. Thirdly, the concept of value for money positively impacts financial management, emphasizing the significance of economic efficiency and effectiveness. Moreover, when considered together, transparency, accountability, and value for money collectively contribute significantly to public sector financial management. To further refine these findings, future research should explore additional variables and employ updated data sources and survey methodologies. Additionally, it is crucial for BPKAD Papua Province to prioritize transparent communication with the public, enhance accountability measures, and optimize value for money principles to improve organizational performance and prevent financial mismanagement.

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