

ASSISTANCE IN IMPLEMENTATION OF INCOME CENTER RESPONSIBILITY TAX ON SAVES AND LOANS IN VILLAGE OWNED BUSINESS ENTITIES (STUDY ON BUMDES KURNIA ABADI VILLAGE TONJONG SUB-DISTRICT TANJUNGHALANG) YEAR 2019

Puji Herawati ^{a)}, Hendro Sasongko ^{b)}, Mutiara Puspa Widiowati ^{c)}

^{a)} Universitas Pakuan, Bogor, Indonesia

^{*)} Corresponding Author: puihera8@gmail.com

DOI: <https://doi.org/10.33751/jce.v3i1.6054>

Article history

Received xx xxxx xxxx
Revised xx xxxx xxxx
Accepted xx xxxx xxxx

Abstract

This study aims to determine accountability accounting aims to evaluate performance results and improve operations carried out by an organization. The purpose of this study is to apply accountability accounting to the Kurnia Abadi quarterly savings and loan business in 2019. This research is a descriptive type research with a case study research method. The unit of analysis in this study is the Village-Owned Enterprise (BUMDes) Kurnia Abadi. The object of research in this study is Accountability Accounting for revenue centers. The data collection method was carried out by field research (field research), namely by making direct observations to the BUMDes Kurnia Abadi, Tonjong Village, Tajurhalang District. Data analysis methods use Comparative Analysis, Content Analysis and Comparative Analysis.

Based on the results of the study, it can be seen that (1) BUMDes Kurnia Abadi has not established its accountability accounting in measuring the performance of its managers or employees. (2) BUMDes Kurnia Abadi already has an organizational structure, but it does not run optimally because of concurrent positions held by the BUMDes chairman. (3) The realization of the revenue budget has not reached the target set by BUMDes Kurnia Abadi, this is because there are still many BUMDes savings and loans customers who have not paid their loan installments. (4) So far, there has been no rewards and punishments stipulated in BUMDes Kurnia Abadi, so that it has not been able to encourage the performance of existing employees. (5) Performance measurement at BUMDes Kurnia Abadi is done by comparing the realization with the predetermined budget.

Keywords: Transparency, Accountability, and Village Financial Management

PRELIMINARY

Responsibility accounting controls help determine a manager's responsibilities, evaluate and reward performance that is directly under his control (Ahsanul Haq et al., 2016). Accountability accounting helps management in preparing a budget and assessing the performance of a responsibility center in the context of making decisions to achieve an organization's goals. Management can be facilitated by responsibility accounting in controlling and coordinating every activity from the responsibility center and each responsibility center hierarchy, each organization provides reports on a monthly, quarterly, semi-annual or annual basis. (Mandagi et al., 2015).

Company management often uses the budget as a tool for work guidelines, work coordination tools and work monitoring tools that are expected to provide benefits, especially how top managers improve the company's managerial performance. This budgeting motivates managers to develop ideas, forecast future difficulties and develop policies for the

future. One of the efforts to maintain business continuity is through accountability accounting. In accounting for achievement accountability, it can be seen by comparing the budgeted budget with the realization of the budget.

Supriyono (2018) states that the responsibility center is divided into 4, namely load centers, revenue centers, profit centers and investment centers. In a responsibility center, each manager is responsible for what happens in it and is able to correct what went wrong in it.

Revenue is the activity of selling products and or services to customers to get some money received by the company (Selamat et al., 2014). To increase revenue, the revenue center is a responsibility center whose managers are given the authority and responsibility to increase the income of a business entity (Agus, 2015). After the preparation of the budget, the benchmark for assessing performance is the comparison of the realization of revenue with the revenue budget.

At this time BUM Desa or BUMDes are being developed by the village government in order to improve people's living standards and provide opportunities for local village communities who participate in the BUM Desa program to demonstrate their capabilities and qualities in helping villages develop a business entity.

BUM Desa Kurnia Abadi is a village-owned business entity chaired by Mr. Slamet Kurniadi, he was appointed as chairman on October 28 2018, and BUM Desa was formed on November 25, 2018 and was inaugurated on February 24, 2019. This BUM Desa has several types of business units in it, such as party equipment rental, kiosk rental, agriculture, trade (leu mart), savings and loans, pawnshops, bio gas and tourism village development.

The activity of BUM Desa Kurnia Abadi is to develop productive economic businesses by encouraging members to be enthusiastic about saving and helping provide loans to members which are expected to be used for economic business activities of members and the community.

Accountability accounting has the condition that the business entity or organization must have an organizational structure, and each responsibility center must later have an organizational structure, and each responsibility center must exist within the organizational structure. BUMDes Kurnia Abadi already has an organizational structure but within that organizational structure there is no responsibility center.

Based on the results of an interview with the chairman of BUMDes, Kurnia Abadi stated that the existing organizational structure was not effective, this was because each member of the board in carrying out their respective functions had not been realized properly.

Therefore, the author wants to know how to apply responsibility accounting as a revenue center in the Kurnia Abadi Savings and Loans business. The main reason the author chooses the savings and loan business unit is that as long as the Village BUM is running, only the savings and loan business unit can run quite well and for a long time. This type of savings and loan business applies a work system such as a cooperative that operates in financial savings and loans.

On the basis of the above thought, the authors are interested in conducting research with the title "**Application of Accountability of Revenue Centers in Savings and Loan Businesses in Village-Owned Enterprises (Study on BUMDes Kurnia Abadi, Tonjong Village, Tajurhalang District)**"

HAVE THEORY AND LITERATURE

Accountability Accounting

Responsibility accounting is an accounting system used to plan, measure, and evaluate the

performance of an organization in accordance with the authority and responsibility of its managers. (Supriyono, 2018)

Responsibility accounting is an accounting system that is structured in such a way that the resulting information shows the level of activity associated with the responsibilities of a particular person or section. (Yayah Pudih Shatu, 2016)

It can be concluded that responsibility accounting is an accounting system used to measure the performance of managers who are given authority over a responsibility center.

Requirements for the Application of Responsibility Accounting

A accounting Accountability can be applied to a company , there are several conditions that must be met by the company.

1. Organizational Structure

The organizational structure reflects the division and hierarchy and authority within the company. Through the organizational structure, management carries out the delegation of authority to carry out special tasks to the management under it. The preparation of the accountability accounting system and the preparation of the organizational structure are work that cannot be separated and influence each other, therefore the organizational structure is the main requirement in the application of responsibility accounting, where the organizational structure is a description of the responsibility centers owned by the company.

2. A well-defined budget

The budget is an operational plan that uses units of money or is quantitative in nature and is used as a guide in actual operational activities. While the process of activities included in the preparation of the budget are:

1. Collecting data and information needed for budgeting.
2. Classification and analysis of the information to make estimates in the context of preparing the budget.
3. Prepare a budget and present it regularly and systematically.
4. Coordinating the implementation of the budget.
5. Collecting data and information for the purpose of work supervision, namely to conduct an evaluation (evaluation) of the implementation of the budget.

3. Cost Classification

Controlled costs are costs that can be directly affected by a manager within a certain period of time. Uncontrollable costs are costs that cannot be directly affected by a manager within a certain period of time. Responsibility accounting can only be used to focus on costs that can be controlled. Controlled costs are costs that can be controlled and accounted for by a responsible manager.

4. Account Code Classification

For the purpose of collecting responsibility accounting information, each responsibility center contained in the organizational structure is assigned a code (organizational code) with the following code structure: a. The organizational level is divided into 3 levels: the board of directors level, department level and section level, therefore the organizational level is assigned 20 codes using 3 numbers, each position of the number reflects the organizational level. b. The first number indicates the level of the board of directors, the second number indicates the level of the department, while the third indicates the level of the section.

5. Reporting System

The total cost responsibility report is made by the cost accounting section and the departmental cost responsibility report or other costs are made by the authorized sections. The implementation performance report comes from the bottom moving upwards, where each manager receives information about his own implementation achievements as well as information under him according to a series of responsibilities.

Responsibility Accounting Model

The elements of the responsibility accounting model are: assigning responsibilities, making performance measures/criteria, evaluating performance, and giving rewards. (Ingga, 2017).

1. Assignment of responsibilities

Responsibility is the satisfaction of work in the absence of it will cause moral suffering. (Supriyo, 2018). The most crucial factor in assigning responsibility is the level of discretion and control over the resources required to carry out the delegated task or function.

2. Create performance measures/criteria

The determination of performance measures is process-oriented, so in the end the standards should reflect the added value of individual activities and processes. To find out the manager has a good performance or not, of course it needs to be measured with the right measuring tools. Is it measured *financially* or *non-financially*. For example, measured by effectiveness, efficiency, profit and loss, ROI or customer growth.

3. Evaluating performance

Performance evaluation is basically the key to developing a company effectively and efficiently. Because there is a better policy or program. Performance evaluation is used to determine proper job training, assign appropriate responsibilities to employees so that they can carry out work better in the future and are used as a basis for determining policies in promotion or determining rewards or giving *rewards* and *punishments*. (Rismawati & Mattalata, 2018).

4. Giving awards

Rewards are expected to be able to help employees or managers in meeting their needs. A *reward* is designed to stimulate employee and manager performance motivation so that achievement can reach the highest level.

Characteristics of Responsibility Accounting

Accountability accounting has 4 characteristics, as follows (Mulyadi 1997 in Fauzan 2017).

1. There is an identification of the responsibility center.
2. Standards set as a benchmark for the performance of managers in charge of a particular responsibility center.
3. The financial manager's performance is measured by comparing the realization with the budget.
4. Managers are individually rewarded or punished based on higher management policies.

Understanding Responsibility Center

A responsibility center is an organizational unit headed by a responsible manager. The responsibility center has a major role to generate financial performance. (Mulyadi, 2007)

A responsibility center is an organizational unit whose manager is given the authority and responsibility to influence its occurrence and magnitude independently (individually). (Supriyono, 2018)

A responsibility center is a business unit whose manager is responsible for everything that happens within the business unit.

Types of Responsibility Centers

Responsibility centers are classified into several types, namely as follows. (Supriyono, 2018)

1. Load Center

The expense center (*Expense Center*) is a responsibility center whose managers are given the authority and responsibility for the burden in the responsibility center they lead. The expense center manager is not empowered to control revenue. Load centers can be classified into two, namely:

- a) Technical load center is a load center whose inputs or costs have a close and real relationship with the output or goods and services it produces. An example is the production department.
- b) Policy cost centers are load centers whose inputs or costs do not have a close and real relationship with the output or goods and services produced. Examples are the finance department, the accounting department, and the personnel department.

2. Revenue Center

A revenue center is a responsibility center whose managers are authorized to control revenue.

Examples of revenue centers are marketing departments, distribution centers, and sales districts. The managers in these revenue centers have no control over the investment in assets or the production costs of the products or services sold.

3. Profit Center

A profit center is a responsibility center whose managers are given the authority and responsibility to control profits (revenue minus expenses) at the responsibility center they lead. So, the profit center manager is given the authority and responsibility for the procurement or production and at the same time marketing the products or goods or services produced by the responsibility center.

4. Investment Center

An investment center is a responsibility center whose managers are given the authority and responsibility for profits and the investments used to earn those profits. Investment center managers are assessed for their performance periodically, usually every month with a measure of *return on investment* (ROI) or *economic value added* (EVA) which is developed from *residual income* (RI)). At least the report is published first. The net result of this report is that the higher the level of responsibility, the more concise the report.

Village Owned Enterprises (BUMDes/BUMDesa)

Definition BUMDes

According to the Legislation regarding Village Owned Enterprises (BUMDes). (2015). Government Regulation No.47: Amendments to Government Regulations. (2014). No.43: Implementing Regulations. (2014). Law No. 6: Villages, Village-Owned Enterprises (BUMDes) are business entities whose capital is wholly or most of the capital owned by the Village through direct participation from Village assets which are separated to manage assets, services, and other businesses for the maximum amount of time. the welfare of the village community.

BUMDes is an institution managed by the community and village government with the aim of developing the village economy and establishing social cohesion in the village community. (Rahmayanti et al., 2019)

BUMDes is a business formed/established by the village government whose capital ownership and management is carried out by the village government and the community (Permata et al., 2016). The reason is because of community empowerment, the local community better understands the situation that occurs in a village, and the local community has more enthusiasm to advance or develop their village/region.

General Principles of Management of Village Owned Enterprises (BUMDes)

The principles of BUMDes are as follows (Dzikrullah, 2016).

1. BUMDes principles must be implemented using cooperative, participatory, emancipatory, transparent, *accountable* and *sustainable principles*, with member-base and self-help mechanisms that are carried out professionally and independently.

2. BUMDes as a business entity is formed or built on the initiative of the community and adheres to the principle of independence and must prioritize obtaining capital from the community and village government.

3. BUMDes was established with a clear purpose.

4. BUMDes management is predicted to continue to involve third parties which will not only affect the village community itself, but also the wider community (district).

Formation and Development of BUMDes

According to the Legislation concerning Village-Owned Enterprises (BUMDes), the regulation of the Minister of Villages, development of disadvantaged areas, and transmigration of the Republic of Indonesia No. 4 of 2014 concerning the Establishment, Management, and management, and disbanding of Village-Owned Enterprises Chapter II Article 3 concerning The establishment of BUM Desa aims to:

- a) Improving the Village economy
- b) Optimizing Village assets to be useful for Village welfare
- c) Improving community efforts in managing the village's economic potential
- d) Develop a business cooperation plan between villages and/or with third parties
- e) Creating market opportunities and networks that support the public service needs of citizens
- f) Open jobs
- g) Improving the welfare of the community through the improvement of public services, growth and equity of the Village economy; and
- h) Increase Village community income and Village Original income

The development of BUMDes or BUMDes is a form of strengthening village economic institutions and local economic empowerment tools with various types of potential that exist in the village. More than that, BUMDes is the backbone of the village government's economy in order to achieve an increase in the welfare of its citizens. (Zakaria, 2017)

Capital Source of Funds for Savings and Loans/Savings and Loans Cooperatives

The term in cooperative capital is savings (Supriyanto, 2015). In savings and loan capital consists of:

- a. Principal Deposit, is a deposit that is paid once upon entry to become a member and has the same nominal value.

- b. Mandatory Savings, are savings that are paid every month and the nominal value does not have to be the same, depending on each person's ability, but must be able to make limits and minimums.
- c. Reserve fund, a source of capital obtained from the remaining funds from operating results that are not distributed to members.
- d. Grant.

Financial Report of BUMDes Kurnia Abadi Savings and Loan Unit Based on PSAK & SAK ETAP for Accountability Reporting Process

In this BUMDes Kurnia Abadi lending business unit, the system is the same as for a savings and loan cooperative. Where in Savings and Loans Cooperatives (KSP) or Savings and Loans Units (USP) use PSAK as follows (Sulindawati, 2012):

- a) PSAK No. 5 About Financial Information Report by segment
- b) PSAK No. 27

Which contains the Special Standards for Cooperative Accounting.

SAK ETAP is intended so that all business units issue financial information according to established standards. Financial Accounting Standards for Entities Without Public Accountability (SAK ETAP) will be applied in the financial management of Village Owned Enterprises (BUMDes). SAK ETAP aims to create flexibility in its application and is expected to provide easy access for ETAP to funding from banks.

The BUMDes Kurnia Abadi financial report model should present the components of the financial statements, namely:

- 1. balance
- 2. Income statement
- 3. Statement of Changes in Equity
- 4. Cash flow statement
- 5. Notes to Financial Statements

RESEARCH METHODOLOGY

This research is a descriptive type of research with a case study research method. According to Wagiran (2019) Descriptive research is research that is directed at describing symptoms, facts, or events systematically and accurately, regarding the characteristics of a particular population or area.

The type of data studied is qualitative. Where according to the thesis guidelines of the Faculty of Economics, Pakuan University (2018), qualitative data is data obtained from observations, interviews or in the form of descriptions/explanations of the variables studied.

The data collection method was carried out by field research, namely by making direct observations to BUMDes Kurnia Abadi, Tonjong Tajur Halang Village. This research technique was carried out by direct interviews (Interviews), namely data collection

carried out by interviewing the Head of BUMDes Tajurhalang related to the responsibility center, work unit, budget, and financial reports.

Data analysis is part of the process of testing data, the results of which are used as sufficient evidence to draw research conclusions. Other analytical methods used in this study are as follows.

1. Content Analysis

Content analysis is an analytical method by collecting research data through observation and analysis techniques on the contents of a document.

2. Comparative Analysis

This analysis is used in the application of the responsibility accounting system for corporate performance appraisal which is applied by BUMDes Kurnia Abadi with the existing theory.

To analyze responsibility accounting, the conditions that exist in the company are compared with existing theories.

The formula used to measure the efficiency of a revenue center is as follows:

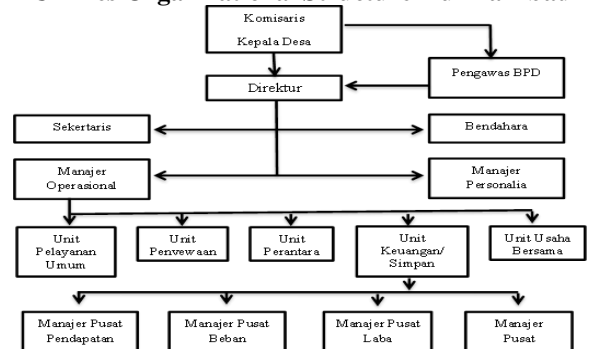
$$\text{Ratio of realized revenue to budget: } \text{Percentage} = \frac{\text{Realized Revenue} \times 100\%}{\text{Budget revenue}}$$

Or

$$\text{Rupiah} = \text{Budget Revenue} - \text{Realized Revenue}$$

Results and Discussion

BUMDes Organizational Structure Kurnia Abadi



The previous organizational structure of BUMDes Kurnia Abadi did not have any responsibility centers. In the new organizational structure with a manager, everything, especially the budget in BUMDes Kurnia Abadi can be controlled and controlled. In addition, a manager to carry out management activities must use inputs that can be obtained from the environment such as human resources, physical, financial and information inputs. By managing these inputs, managers can achieve BUMDes goals effectively and efficiently .

BUMDes Planning and Budgeting Kurnia Abadi

The preparation of the budget is carried out using an authoritarian or Top Down approach where the budget is prepared and determined by the leadership and this budget is carried out by

subordinates without the involvement of subordinates and preparation. The budget for the BUMDes Kurnia Abadi savings and loan unit is prepared at the beginning of the period individually by not involving other members and staff from the finance department, in this case the head of the BUMDes himself prepares the budget by following the budget that should have been calculated.

Budgeting is done on a monthly, quarterly, semester and yearly basis. A good budget preparation is carried out using a *Top Down* and *Bottom Up approach*, namely where at the *Top Down* the upper management first establishes the main policies as the basis for preparing annual operational activities called the Corporate Budget Work Plan (RKAP).

Separation of Controlled and Uncontrolled Costs

To determine controllable costs and uncontrollable costs, BUMDes Kurnia Abadi must first understand the concept of costs.

a. Controlled Cost

In controlled costs the costs can be increased or decreased based on certain business decisions. The costs included in the controlled costs in BUMDes include advertising costs if any, salaries or wages for BUMDes employees, transportation costs, electricity costs, shipping costs and other costs carried out by managers in the operation of BUMDes Kurnia Abadi savings and loan units.

b. Uncontrollable Cost

In this cost can not be controlled by a manager. Costs that are included in uncontrollable costs in the BUMDes Kurnia Abadi savings and loan business unit are depreciation costs for BUMDes buildings or offices, depreciation costs for equipment owned by BUMDes and others.

Account Code Classification

BUMDes Kurnia Abadi's BUMDes account can give an account as follows:

1	Asset
1.1	Current Assets
1.1.01	Cash
1.1.02	Bank
1.1.03	Accounts Receivable
1.1.04	Equipment
1.2	Fixed Assets
1.2.01	Land
1.2.02	Office Equipment
3	Liabilities/Liability
2.1	Short-Term Liabilities
2.1.01	Mandatory Savings
2.2	Long-Term Liabilities
4	Capital
3.1	Equity Participation
3.2	Backup
3.3	SHU

5	Income
4.1	Operating Income
4.1.01	Lending Participation/Interest Earning
4.2	Other Income
4.2.01	Principal Deposit
6	Load
5.1	Operating Expenses
5.2	Transportation Expenses
5.3	Salary/Wage Expense
5.3.01	Salary/Wage Expense of Permanent BUMDes Employees
5.3.02	Salary/Wage Expense Contract employees
5.4	ATK Load
5.5	Consultant ExpensesConsumption Expenses
5.6	Repair/Service Expenses

Performance assessment

Budget List and Realization
 BUMDes Kurnia Abadi Savings and Loans Business Unit
 2019 Period

Month	Budget/Target	Realization /Actual	Difference/Difference (%)
Quarter I	IDR 2,080,000	Rp 1,060,000	50.96
Quarter II	IDR 4,460,000	Rp 1,040,000	23.31
Quarter III	IDR 5,570,000	IDR 1,280,000	22.98
Quarter IV	IDR 5,700,000	Rp 1,360,000	23.86

Source: Data processed

Based on the comparison results above, the list of targets (budget) and realization in 2019, can be seen the difference between profit (favorable) and difference in loss (unfavorable).

1. The biggest difference in losses was in the third quarter with a realization of Rp. 1,280,000,- or 22.98% of the budget that had been set at Rp. 5,570,000.
2. The smallest difference in loss was in the first quarter with a realization of IDR 1,060,000,- or 50.96% of the set budget of IDR 2,780,000.
3. The difference in losses occurred because several customers did not regularly pay their loan installments, so they did not meet the targets set by BUMDes Kurnia Abadi.

4. In this one year, the income center of the BUMDes Kurnia Abadi savings and loan business unit does not yet have a favorable profit margin, this can be seen from the achievement of realization which is still below the target so that the percentage has not yet reached the target or budgeted budget.

5. From the data above, it can be seen that the revenue center in the BUMDes Kurnia Abadi savings and loan business unit could not meet or achieve the target in this one period in 2019.

Financial Report of BUMDes Kurnia Abadi Savings and Loan Unit Based on PSAK & SAK ETAP for Accountability Reporting Process

The financial statements prepared must be based on PSAK & SAK ETAP.

BUMDes Kurnia Abadi presents the components of the financial statements, namely:

1. Balance sheet.

Statement of Financial Position
BUMDes Kurnia Abadi, Tonjong Tajurhalang
Village
year 2019

ASSET		DEBT	
Current Assets		Short Term Debt:	
Cash	Rp 92,000	Mandatory Savings	Rp1,636,000
Bank	R2,100,000		
Accounts Receivable	Rp 72,432,000	Debt Jk. Long:	
Total Current Assets	Rp 74,624,000	Total Debt	IDR 1,636,000
Fixed Assets			
Office supplies	IDR 3,540,000	CAPITAL	
Office equipment	Rp 9,053,000	Final Capital	Rp 85,581,000
Total Fixed Assets	Rp 12,593,000	Total Capital	Rp85,581,000

Total Asset	Rp 87,217,000	Total Debt + Capital	Rp 87,217,000

The balance sheet above BUMDes Kurnia Abadi savings and loan unit provides information on the amount of assets/assets, liabilities/debts, and also equity/investment activities owned by BUMDes Kurnia Abadi for one period, in 2019. In the balance sheet, total assets must be equal to total debt. plus capital or debit and credit must be *balanced e*.

2. Profit/Loss Report

Income statement

BUMDes Kurnia Abadi, Tonjong Tajurhalang
Village
year 2019

Account	DEBIT	CREDIT
Income/Interest income/Saving Service Participation		IDR 3,090,000
Principal Savings		IDR 1,650,000
Operating Expenses	IDR 1,300,000	
Transportation Expenses	IDR 800,000	
Salary/Wage Expense	IDR 3,200,000	
BUMDes Employee Salary/Wage Expense	IDR 10,000,000	
ATK Load	IDR 159,000	
Consultant Expenses	IDR 2,000,000	
Consumption Expense	IDR 1,600,000	
Repair/Service Expense	IDR 100,000	
Total Load		IDR 19,159,000
PROFIT AND LOSS		(Rp 14,419,000)

The income statement will provide a conclusion on the profit (profit) or loss of BUMDes in that period, so that the income statement can be used as evaluation material to improve performance in the next period. From the data above, it shows that BUMDes suffer losses because the total burden is higher than the income earned.

3. Equity Change Report

Statement of Changes in Equity
BUMDes Kurnia Abadi, Tonjong Tajurhalang
Village
year 2019

Initial capital		IDR 100,000,000
Profit and loss)		IDR (14,419,000)
Final Capital		Rp 85,581,000

The purpose of the statement of changes in equity is to describe the increase or decrease in wealth or net assets in a certain period and provide a report on changes in working capital.

4. Cash Flow Statement

Cash flow statement
BUMDes Kurnia Abadi, Tonjong Tajurhalang
Village
year 2019

Operating Activities Cash Flow	
Interest income/ Loan participation	IDR 3,090,000
Basic Deposit Income	IDR 1,650,000
Operating Expenses	(Rp 1,300,000)
Transportation Expenses	(Rp 800,000)
Salary/Wage Expense	(Rp 3,200,000)
BUMDes Employee Salary/Wage Expense	(Rp 10,000,000)
ATK Load	(Rp 159,000)
Consultant Expenses	(Rp 2,000,000)
Consumption Expense	(Rp 1,600,000)
Repair/Service Expense	(Rp 100,000)
Office Supplies Purchase	(Rp 3,540,000)
Cash For Operating Cash Flow	(Rp 17,959,000)
Cash Flow Investing Activities	
Office Equipment Purchase	Rp 9,053,000
Cash For Investment Cash Flow	Rp 9,053,000
Cash Flow Funding Activities	
Capital Increase	Rp 0
Debt Refund	Rp 0

Cash For Funding Activities	Rp 0
Cash Increase	
Cash Balance as of January 1	Rp 0
Cash balance as of December 31	Rp 92,000
	(Rp 92,000)

Financial reports, especially cash flow statements, provide benefits not only for BUMDes, but also for many parties such as investors, creditors, BUMDes managers and other parties. The cash flow statement also provides information about the amount of cash inflows and cash flows out of an organization. 5. The notes to the financial statements are an integral part of the overall financial statements.

Notes on Financial Statements
BUMDes Kurnia Abadi, Tonjong Tajurhalang
Village
year 2019

<p>1. GENERAL The Village Owned Enterprise "Kurnia Abadi" Tonjong Village is located in Tajurhalang District, Bogor Regency. BUMDes Kurnia Abadi was established on November 25, 2018, with business fields: party equipment rental, kiosk rental, agriculture, trading (leu mart), savings and loans, pawnshops, bio gas and tourism village development.</p>
<p>2. Accounting Policy Overview a. Declaration of Compliance Financial statements are prepared based on SAK ETAP b. Basic Compilation Preparation of financial statements using the accrual basis c. Fixed assets Fixed assets are depreciated using the straight-line method d. Revenue and Expense Recognition Revenue is recognized when received from the customer and expenses are recognized when the transaction occurs.</p>
<p>3. Cash Cash amounting to Rp. 92,000</p>
<p>4. Accounts receivable Accounts Receivable amounted to Rp. 72,432,000</p>

Performance Reporting

At BUMDes Kurnia Abadi, the reported performance is not only realization and budget but also accountability reports, accountability reports are written documents that are compiled in a systematic,

comprehensive and structured manner with the intent and purpose of providing complete and accurate information on all BUMDes activities in each period. LPJ BUMDes contains at least 5 chapters, the following is the format of LPJ BUMDes that should be made by Kurnia Abadi from each chapter.

Foreword
List of contents
Chapter I Introduction
1. Background
2. Vision
3. Mission
4. Basic Law
5. BUMDes Profile
Chapter II Introduction
1. BUMDes Potential
2. Establishment of Business Unit
3. Equity capital
Chapter III Management Policy Directions, Work Program Issues and Finance
Chapter IV Management Implementation, Work Program Issues and Finance
1. Implementation
2. Problem
3. Work program
4. Financial statements
Chapter V Closing

CONCLUSION

Based on research conducted on the savings and loan business unit of BUMDes Kurnia Abadi, it can be concluded that BUMDes Kurnia Abadi has not implemented responsibility accounting to assess the performance of revenue centers. This happens because the savings and loan business unit of BUMDes Kurnia Abadi has several shortcomings in the requirements for determining accountability accounting.

The savings and loan business unit of BUMDes Kurnia Abadi has not implemented accountability accounting, which is indicated by the absence of a responsibility center in the organizational structure, the absence of classification of account codes and the absence of cost segregation by this savings and loan business unit.

SUGGESTION

Due to the limitations of the data in this study, the authors suggest doing an internship first in obtaining the necessary data so that the data needed so that the data owned is more detailed, namely not only getting the company's financial statements but also getting other documents related to Accountability Accounting such as reports. with budget and realization, clear organizational structure in the division of revenue center managers to facilitate in analyzing revenue centers to determine whether the company under study performs the duties and responsibilities according to accounting

BIBLIOGRAPHY

Agus, Rosida Meaedina. (2015). Implementation of Accountability Accountability in Performance Assessment Revenue Center at PT Honest Jaya Sakti Makassar . *Journal*. [Online] pp. 115-128, Available at: <http://journal.uin-alaudin.ac.id/index.php/assets/articel/view/1169> [Accessed June 2015].

Anggaraeni, Maria Rosa Ratna Sri. (2016). The Role of Village Owned Enterprises (BUMDes) in the Welfare of Rural Communities A Study on BUMDes in Gunung Kidul Yogyakarta. *Modus Journal* , [Online] Volume 28(2) Pages 155-167, Available at: <https://ojs.uajy.ac.id/index.php/modus/articel/view/848> [Accessed 2016]

Haq, Akhsanul and Christyaningrum, Ardiana. (2016). Implementation of Accountability as a Management Tool in Assessing the Performance of the Production Section of PT. Cemani Toka Period 2013-2014. *JIAFE*. [Online] Volume 2(1) Pages, 56-68, Available at: <https://journal.unpak.ac.id/index.php/jiafe/articel/view/536/445> [Accessed in 2018]

Harbianto, Aloysius Daniel et al,. (2018). *PAMA's Inspiration in Empowering Community Economy* . Jakarta: PT Gramedia Pustaka Utama.

Harry. (2017). *Accounting Theory: Conceptual Approach And Analysis* . Jakarta: PT Grasindo.

Ingga, Abraham. (2017). *Management Accounting Implementation in Cases in Indonesia* . Yogyakarta: CV Budi Utama.

Kurniawan, Fauzan. (2017). Analysis of the Implementation of Responsibility Accounting at Camera Focus Points in 2016. *Thesis* (July). Bachelor degree. Yogyakarta State University.

LM Samryn. (2012). *Management Accounting: Cost Information For Controlling Operating Activities And Information* . Jakarta: Kencana Perdana Media Group.

- Martanti, Diana Elvianita. Dina Irawati. (2017). Transparency of BUMDes Financial Report Management on Village Asset Reporting (Phenomology Study at BUMDes Karangbendo Village, Ponggok District, Blitar Regency. *Snaper-Ebis Journal (October)* .
- Mattalata. Rismawati.(2018). *Performance Evaluation Performance Assessment Based on Future Oriented Work Achievement* . Jakarta: Celebes Media Perkasa.
- Ma'ruf, Abdullah. (2014). *Employee Performance Management and Evaluation* . Yogyakarta: Aswaja.
- Mulyadi. (2007). *Management Planning and Control System*. Jakarta: Salemba Empat.
- Nugraha, Xavier et al., (2019). *Young Iuris Anthology of Law Society of Yuris Muda Airlangga* . Yogyakarta: Harfeey.
- Legislation concerning Village Owned Enterprises (BUMDes) (2015). Regulation of the Minister of Villages, development of disadvantaged areas, and transmigration of the Republic of Indonesia. (2014). No.4: *Establishment, management, and dissolution of Village-Owned Enterprises Chapter II Article 3: Establishment of BUM Desa* .
- Permata, Eka Rachman Arif. Dhikrullah. (2016). The synergy of Baitul Wa Tamwil (BMT) with Village-Owned Enterprises (BUMDes) as an Alternative for Strengthening MSMEs in Rural Communities . *Journal of Sharia Economics Dinar* , [Online] Volume 3 (3). Available at: <https://journal.trunojoyo.ac.id/dinar/articel/view/2700> [Accessed in August 2016]
- Congratulations, Vega Liana et al., (2014). Implementation of Accountability in the Performance Assessment of Revenue Centers at PT. ASEAN Motor International Manado Branch. *Emba's Journal* [Online] Volume 2 (2), pp. 1482-1490. Available at: <https://ejournal.unsrat.ac.id/index.php/emba/article/download/4869/4395> [Accessed in June 2014].
- Supriyono, RA (2018). *Behavioral Accounting* . Yogyakarta: Gadjah Mada University Press.
- Supriyanto, Agn. (2015). *Governance of Credit Cooperatives or Savings and Loans Cooperatives: Implementation of Savings and Loan Cooperative Policies on Organizational & Capital Management Management* . Yogyakarta: CV Andi Offset.
- Zakaria, Hamry Gusman. (2017). *5 Pillars of Mental Revolution for State Apparatus: Concrete and Applicative Guidelines for Mental Revolution, Accompanied by Examples from the Best Heads of State/Ministry/Institution/Region of Indonesia and the World* . Jakarta: PT Elex