

The Effect of Financial Literacy on Village Government Business Performance

Effect of Financial
Literacy

Anis

Faculty of Economics and Business, Universitas Trunojoyo; Madura, Indonesia
E-Mail: anisfitria0604@gmail.com

2173

Makhmud Zulkifli

Faculty of Economics and Business, Universitas Trunojoyo; Madura, Indonesia
E-Mail: makhmud.zulfikli@trunojoyo.ac.id

Gatot Heru Pranjoto

Faculty of Economics and Business, Universitas Trunojoyo; Madura, Indonesia
E-Mail: pranjotogatot@gmail.com

Submitted:
25 AUGUST 2024

Accepted:
28 OCTOBER 2024

ABSTRACT

This study was conducted to study the impact of financial literacy and financial management on the performance of Village government businesses (Village-Owned Enterprises) located in Lobuk Village, Bluto District, Sumenep Regency. As a village economic institution, Village government plays a strategic role in improving the progress and prosperity of the community. The level of financial literacy and effective financial management are considered to be able to influence the operational success of Village government, especially in making strategic decisions, optimizing the use of funds, and increasing profits. This study adopted a descriptive quantitative method involving all administrators, employees, and tenants of Pelangi Nusantara Village government kiosks in Lobuk Village as the population and sample. There are three variables studied, two of which are independent variables, namely Financial Literacy (X_1) and Financial Management (X_2), while the dependent variable is Village government Business Performance (Y). Data analysts use several techniques including data quality testing, multiple regression analysis and determination coefficient testing. Hypothesis testing was conducted through t -test (partial) and F -test (simultaneous) with the help of IBM SPSS software version 25. The research findings revealed that financial literacy does not affect Village Government Business Performance, financial management has a significant positive effect on Village Government Business Performance, financial literacy and financial management have a significant effect simultaneously on Village Government business performance.

Keywords: Village Government, Financial Literacy, Financial Management, Business Performance

ABSTRAK

Penelitian ini dilakukan untuk mengetahui pengaruh literasi keuangan dan pengelolaan keuangan terhadap kinerja usaha pemerintah Desa (Badan Usaha Milik Desa) yang berlokasi di Desa Lobuk Kecamatan Bluto Kabupaten Sumenep. Sebagai lembaga ekonomi desa, pemerintah Desa memegang peranan yang strategis dalam meningkatkan kemajuan dan kesejahteraan masyarakat. Tingkat literasi keuangan dan pengelolaan keuangan yang efektif dinilai mampu mempengaruhi keberhasilan operasional pemerintah Desa terutama dalam mengambil keputusan strategis, mengoptimalkan penggunaan dana, dan meningkatkan laba. Penelitian ini menggunakan metode deskriptif kuantitatif dengan melibatkan seluruh pengurus, pegawai, dan penyewa kios pemerintah Desa Pelangi Nusantara di Desa Lobuk sebagai populasi dan sampel. Variabel yang diteliti ada tiga, dua diantaranya merupakan variabel bebas yaitu Literasi Keuangan (X_1) dan Pengelolaan Keuangan (X_2), sedangkan variabel terikatnya adalah Kinerja Usaha pemerintah Desa (Y). Analisis data menggunakan beberapa teknik antara lain pengujian

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 6, 2024
pp. 2173-2180
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v12i6.2898

kualitas data, analisis regresi berganda dan pengujian koefisien determinasi. Pengujian hipotesis dilakukan melalui uji t (parsial) dan uji F (simultan) dengan bantuan software IBM SPSS versi 25. Hasil penelitian menunjukkan bahwa literasi keuangan tidak berpengaruh terhadap Kinerja Usaha Pemerintah Desa, pengelolaan keuangan berpengaruh positif signifikan terhadap Kinerja Usaha Pemerintah Desa, literasi keuangan dan pengelolaan keuangan berpengaruh signifikan secara simultan terhadap Kinerja Usaha Pemerintah Desa.

Kata kunci: Pemerintah Desa, Literasi Keuangan, Manajemen Keuangan, Kinerja Usaha

INTRODUCTION

Indonesia, a country that is still in the development stage, continues to strive to improve the standard of living of its people by continuing to develop. Through the Community Empowerment and Village Development Agency, the Indonesian government has created Village-Owned Enterprises (*Badan Usaha Milik Desa/ BUMD*) to realize the improvement of the welfare of its people (Qurniyawan, 2022). Village government is a village economic institution whose management is carried out by the government and village communities with the aim of advancing the local economy. The concept of "from the village, by the village, for the village" is used in this program, which focuses on fulfilling and developing village potential. In order to support the improvement of the welfare of village residents, Village government is required to have different characteristics compared to economic institutions in general (Riyanti, 2021). Villages are given the right to establish Village-Owned Enterprises (*Badan Usaha Milik Desa/ BUMD*) that are adjusted to local needs and potential, as regulated in Law 32 of 2004 concerning regional government. Therefore, in establishing Village government, villages must pay attention to existing potential, needs and capacity. The establishment of Village government is an important step for the government and village community because Village government can encourage village economic growth, increase Village Original Income empower local potential, and at the same time support village officials to become more independent in developing their villages (Apriliani et al., 2021).

Community and Village Empowerment Service (*Dinas Pemberdayaan Masyarakat dan Desa/ DPMD*) of Sumenep Regency Madura revealed that of the 330 villages in Sumenep, 328 have established Village-Owned Enterprises. Among the Village governments in Sumenep Regency, one of them is the Village government, Pelangi Nusantara, which is located in Lobuk Village, Bluto District. Where this Village government was inaugurated through a Decree issued in November 2017 to encourage economic growth and optimize the use of village funds. Village government Pelangi Nusantara has four main programs, namely: crispy anchovy business, CO'O (unfit for eating fish processed into a crispy fish product), management of Pantai Matahari tourism and kiosk rental. The emergence of crispy anchovy products is based on the management's concern for fishermen who are forced to sell their catch at low prices. So, an idea was born to process anchovies into crispy anchovy products in order to increase the selling value. This innovation has proven successful in both local and urban markets. However, although this success deserves appreciation, the sustainability of the business is also greatly influenced by how well Village government performs in managing finances.

Performance is a measure of the success of a business entity in achieving its goals. Wijaya et al. (2024), explains that performance is a benchmark that describes the success of a business entity in achieving its goals. Where this is closely related to the success of achieving organizational strategy targets, customer satisfaction, and contributing to the economy. The success of running a business requires the ability and knowledge in effective financial management, which is why financial literacy is very fundamental for every business actor (Mosteanu & Faccia, 2020; Romain et al., 2021; Anggraeni & Faozan, 2023). Financial literacy plays a crucial role in increasing the success of a business. However, based on observations, the Village government of Lobuk and its

community do not yet understand financial literacy. Low understanding of financial literacy can hinder business actors in optimizing business financial management including managing cash flow, making proper financial planning and increasing business profitability.

Not only financial literacy, financial management also plays an important role in the progress of a business. In the context of Village government, business owners or managers should have an understanding of financial management in order to make the right financial decisions in achieving company goals. In order for business goals to be achieved more efficiently and effectively, this must be supported by good financial management skills (Ozkeser, 2019). Previous studies that examined the effect of financial literacy and financial management on business performance showed varying results. Barus & Pransiska et al. (2024), showed a positive effect of financial literacy on the performance of MSMEs in Berastagi. Anggriani et al. (2023) showed that financial literacy had no impact on the performance of MSMEs. Seeing various phenomena and differences in research results from academics, researchers want to conduct an analysis and retest the impact of financial literacy and financial management on the performance of Village government businesses. Together, researchers will also examine the correlation between financial literacy and financial management with Village government performance in Lobuk Village, Bluto District, Sumenep Regency. The results of this study are expected to provide new insights for formulating better policies in managing Village government.

LITERATURE REVIEW

The Association of Chartered Certified Accountants states that financial literacy includes understanding financial concepts, the ability to interpret financial information, the ability to manage business or personal finances along with skills in making the right financial decisions in various conditions. According to the Financial Services Authority (*Otoritas Jasa Keuangan/OJK*), financial literacy is a combination of knowledge, skills and beliefs that shape a person's mindset and actions in making better financial decisions, and managing finances properly to achieve a prosperous life. Harto et al. (2023), in their book on financial literacy, emphasize the importance of financial understanding to advance future prosperity. The benefits of financial literacy include wise behavior in using finances and helping to optimize the use of financial products and services to improve the quality of life. Being able to manage finances well, allowing for good cash management, emergency fund preparation, and the right investment decisions for asset growth. Avoiding fraud, preventing victims of fraud such as illegal loans and fraudulent investments. Equal distribution of wealth, encouraging productive investment activities through official financial institutions so as to contribute to a more even economic cycle.

According to Belas & Rahman (2023), financial management is a series of company activities related to the process of obtaining funds, and using funds and asset management carried out to realize the company's general goals. Thus, financial management includes strategies for obtaining, financing, and optimizing assets in order to achieve company goals (Mali, 2023). Rijanto et al. (2021) argue that financial management is a series of activities that include the process of planning, organizing, directing, and controlling finances, including the use and procurement of business funds. Hartati (2013), in the book on financial management and development of MSME businesses, explains that the two main functions of financial management are obtaining funds that focus on making investment decisions that generate profits and distributing funds, namely regulating the use of funds in business operations. This means that an owner who acts as a business leader needs to have an understanding of how to manage money in order to maximize business activities.

Business performance, according to Tika (2006), is the result of the work or activities of an individual or group in an organization. Business performance is a description of the level of success in implementing programs, activities, or policies aimed at achieving

the goals, vision, and mission of the organization that have been set in strategic planning (Al-Qudah et al., 2020; Zibran et al., 2024). Business performance can also be interpreted as the work achievements of individuals or groups in a company (Ariani & Violinda, 2023).

Susilowati et al. (2022) revealed that business performance is influenced by two main factors: First, external factors consist of political, economic, and social situations. Internal Factors consisting of finance, production, and Human Resource (HR). In the Political Situation, namely conditions related to the stability of a country's government which have an impact on the creation of national security and order. Economy, which is reflected in economic development indicators and is closely related to the level of income earned by the community. Social, which reflects the values that develop in people's lives, where this will affect how people view the work ethic needed to improve organizational performance. Internal Factors are elements in an organization that reflect the strengths and weaknesses of a business entity. Management's ability to control business operations shows the quality of the organization's resources, both those that are visible to the naked eye and those that are not utilized in carrying out business activities to produce goods to be marketed. Internal Factors contain four important aspects including Finance, which takes care of everything related to money management and investment. Production, related to the stages of product or service production. HR related to the number and capabilities of employees. Marketing which focuses on how to market and distribute products until they reach customers.

METHODS

This study adopts a quantitative descriptive research approach, a methodology that relies on numerical data, where the stages of data collection, analysis and interpretation are carried out in a structured manner to provide an overview or description of a condition based on existing reality (Sugiyono, 2018). The target population includes all managers, employees and tenants of Village government kiosks located in Lobuk Village, Bluto District, Sumenep Regency with a total of 31 individuals. Due to the limited population, the researcher applied a saturated sampling method where all members of the population were involved as research samples (Sugiyono, 2018). The data source comes from primary data obtained directly from respondents who are the focus of the study. The data collection process is carried out through the distribution of questionnaires using a Likert scale. The use of the scale aims to measure the level of respondent agreement with each statement in the questionnaire. Data analysis includes several stages of testing, namely data quality testing, classical assumption testing, and descriptive statistical analysis. Meanwhile, in testing the hypothesis, two types of testing are determined, namely the partial t-test and the simultaneous f-test to determine the relationship between independent and dependent variables. All stages of statistical analysis are carried out using the IBM SPSS Version 25 program.

RESULTS

The results of the validity test conducted on 31 samples, obtained the calculated r value for each statement item showing a higher number than the r table. Thus, all indicators are said to be valid and suitable for use as appropriate data measurement instruments.

Table 1. Reliability Test

Variable	N of items	Cronbach Alpha Value	Description
Financial Literacy	8	0.807	Reliable
Financial Management	8	0.76	Reliable
Village government Business Performance	8	0.749	Reliable

The test results show that the Cronbach Alpha value for the three variables: financial literacy, financial management and Village government business performance are all > 0.60 . Thus, the conclusion that can be drawn is that all variables studied have met the

reliability requirements needed to become reliable research instruments. The results of the normality test obtained a significance value for the financial literacy variable of (0.616), financial management (0.211) and Village government business performance (0.231) $>$ α 0.05 or 0.05%. Thus, it can be stated that all data in this study are normally distributed. The results of the Heteroscedasticity Test obtained a calculated c^2 value (3.534) $<$ c^2 table (43.772). This finding indicates that all data analyzed in this study is free from heteroscedasticity symptoms or does not experience heteroscedasticity symptoms. The results of the Multicollinearity Test obtained that the two independent variables, namely financial literacy (X1) and financial management (X2) have a tolerance value of 0.598 $>$ 0.10 and a VIF value of 1.671 $<$ 10.0. Based on these results, the researcher was able to conclude that there was no multicollinearity problem.

The interpretation of the results of the regression analysis shows that the constant value illustrates that if there is no influence from Financial Literacy (X1) and Financial Management (X2) or is zero (0), then the Village government Business Performance will decrease by 0.587. The regression coefficient b1 indicates that every increase in one unit of Financial Literacy (X1) will be followed by an increase in Village government Business Performance (Y) of 0.054. The regression coefficient b2 shows that every addition of one unit of Financial Management (X2) will result in an increase in Village government Business Performance of 0.957. The regression coefficients that are positive in both independent variables indicate a positive relationship with Village government business performance. This means that progress in Village government business performance is in line with increasing understanding of financial literacy and improving financial management practices.

Table 2. Determination Coefficient Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.986	0.973	0.971	0.673

From the results of statistical testing, the R square value was obtained at 0.973. This shows that 97.3% of changes in Village government business performance can be explained through financial literacy and financial management variables, while the other 2.7% are influenced by factors outside the scope of this study. In partial testing (t), the results obtained financial literacy (X1) has a significance value of 0.107 $>$ 0.05 and t count 1.668 $<$ t table (2.048), indicating that financial literacy does not have a significant effect on Village government business performance. Financial management (X2) has a significance value of 0.000 $<$ 0.05 and t count 23.318 $>$ t table (2.048), indicating that financial management has a significant effect on Village government business performance

Table 3. F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	450.743	2	225.372	497.817	0.000
Residual	12.676	28	0.453		
Total	463.419	30			

The results of the data analysis show that financial literacy and financial management together affect the performance of Village government businesses. Data analysis shows a calculated f value of (497.817) which exceeds the f table value (3.34) and a significance value (0.000) which is smaller than 0.05. This finding confirms that the variables of financial literacy and financial management together have a significant impact on the performance of Village government businesses located in Lobuk Village, Bluto District, Sumenep Regency.

DISCUSSION

The results of the study stated that financial literacy did not affect the performance of Village government businesses. This shows that although most respondents have a high

awareness of the importance of financial literacy, this does not necessarily have a direct effect on the performance of Village government businesses in Lobuk Village, Bluto District, Sumenep Regency. Based on the frequency table, several indicators such as understanding of loan interest rates and insurance features are still lacking. This indicates that business actors may not fully utilize financial literacy in their business decision making. This limited understanding can hinder business actors from managing finances optimally and reduce their ability to minimize the risks that may be faced. These results are in accordance with the characteristics of Village government business actors in Lobuk Village, Bluto District, Sumenep Regency who do not use loans, insurance and investments to support their business performance. Although they are aware of these things, Village government business actors in Lobuk Village, Bluto District, Sumenep Regency consider that loans, insurance and investments are too risky for their businesses. The results of this study are reinforced by the results of studies by Naufal & Purwanto (2022) and Rani & Desiyanti (2024), which also revealed that financial literacy does not affect business performance.

The results of the study revealed that financial management has a positive and significant effect on Village government business performance. This proves that the ability to manage finances well, such as planning, supervision, control, and proper allocation of resources, is very important in improving the Village government's business performance. When conducting research in the field, on average, respondents already had quite good management and they understood how to manage their finances so that they were more controlled. The indicator of financial management variables that most influenced business performance was the indicator with the statement that individuals had made easy-to-use financial planning and knew the benefits of cost control. Village government shophouse managers and tenants who were able to manage finances effectively would be better prepared to face business challenges, manage costs and maximize profits. This also means that good financial management is an important key to business success, more than just understanding financial concepts. The results of this study are reinforced by the results of studies by Hertadiani & Lestari (2021); Mali (2023); Padli (2023), who revealed that financial management has an influence on business performance.

The results of the f test revealed that financial literacy and financial management simultaneously have a positive and significant influence on the performance of Village government businesses in Lobuk Village, Bluto District, Sumenep Regency. This finding is reinforced by the results of the statistical test, which shows a calculated f value of $497.817 > f_{table} (3.34)$ and a significance value of $0.000 < 0.05$. This finding indicates that financial literacy and financial management skills have a joint contribution to improving business performance, although financial management may play a more dominant role. Therefore, the combination of the two needs to be considered in efforts to improve Village government business performance. Good financial management, such as cost planning and control, helps business actors make more measurable decisions, while financial literacy provides insight into the financial concepts underlying those decisions. Thus, financial literacy serves as an important foundation that strengthens the positive impact of financial management. These two factors complement each other in creating a strong foundation for the success of Village government businesses, and these results reinforce the importance of increasing literacy and better financial management among Village government business actors.

CONCLUSION

Based on the results of this study, several important points can be concluded. First, financial literacy does not show a significant influence on the performance of Village-Owned Enterprises (*Badan Usaha Milik Desa*/BUMD). Second, financial management actually has a positive and significant influence on Village government business performance. Third, financial literacy and financial management together or simultaneously have been proven to affect Village government business performance.

These findings are expected to be input for the Lobuk Village government to pay more attention to improving financial literacy among Village government business actors. Improving financial literacy that is adjusted to the local business context can strengthen the competitiveness and financial management of Village government. In addition, steps need to be taken to bridge the gap between understanding financial literacy and its application in the business world in the village, for example with financial training that is tailored to the specific needs of businesses in the area. Thus, more relevant and targeted financial knowledge is expected to be able to create synergy between financial literacy and good financial management practices. This synergy is believed to help improve the overall performance of Village government businesses, provide a positive impact on business sustainability, and contribute to sustainable village economic growth.

REFERENCES

- [1] Al-Qudah, S., Obeidat, A. M., Shrouf, H., & Abusweilem, M. A. (2020). The impact of strategic human resources planning on the organizational performance of public shareholding companies in Jordan. *Problems and Perspectives in Management*, 18(1), 219.
- [2] Anggraeni, N., & Faozan, A. (2023). Student Satisfaction with the Service Quality of Bank Syariah Indonesia: Importance-Performance Analysis and Customer Satisfaction Index. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 877-888.
- [3] Anggriani, I., Armiani, A., & Wahyullah, M. (2023). Pengaruh Inklusi Keuangan, Literasi Keuangan, dan Pengelolaan Keuangan terhadap Kinerja UMKM di Kabupaten Dompu. *Kompeten: Jurnal Ilmiah Ekonomi dan Bisnis*, 2(3), 598-609.
- [4] Apriliani, R., Nurhayati, N., & Purnama, D. (2021). Akuntabilitas Pengelolaan Keuangan Badan Usaha Milik Desa Di Kabupaten Kuningan. *Tirtayasa Ekonomika*, 16(2), 172-189.
- [5] Ariani, L., & Violinda, Q. (2023). Faktor-Faktor Yang Mempengaruhi Kinerja Usaha Pada Nasabah Kur Bri Semarang. *Jurnal Ilmiah Manajemen, Bisnis Dan Kewirausahaan*, 3(1), 82-93.
- [6] Barus, B., & Pransiska, E. (2024). Pengaruh Literasi Keuangan terhadap Kinerja Usaha Mikro Kecil (UMK) di Kecamatan Berastagi.
- [7] Belas, J., & Rahman, A. (2023). Financial management of the company. Are there differences of opinion between owners and managers in the SME Segment. *Journal of Business Sectors*, 1(1), 1-9.
- [8] Fariana, R. E., Surindra, B., & Arifin, Z. (2021). The influence of financial literacy, lifestyle and self-control on the consumption behavior of economic education student. *International Journal of Research and Review*, 8(8), 496-503.
- [9] Hanifah, G., & Innayah, M. N. (2024). Improving MSMEs Performance through Human Capital, Financial Literacy and Competitive Advantage. *Asian Journal of Economics, Business and Accounting*, 24(7), 608-624.
- [10] Hanifah, G., & Innayah, M. N. (2024). Improving MSMEs Performance through Human Capital, Financial Literacy and Competitive Advantage. *Asian Journal of Economics, Business and Accounting*, 24(7), 608-624.
- [11] Hartati, S. (2013). Manajemen Keuangan untuk Usaha mikro, kecil dan menengah. *Jurnal Akutansi Dan Investasi*, 2(2), 1.
- [12] Hertadiani, V. W., & Lestari, D. (2021). Pengaruh inklusi keuangan dan pengelolaan keuangan terhadap kinerja UMKM sektor kuliner di Jakarta Timur. *Kalbisocio Jurnal Bisnis Dan Komunikasi*, 8(2), 19-31.
- [13] Hili, P., Hehanussa, F. A., & Dewi, W. O. (2023). Pengaruh Literasi Keuangan Dan Pengelolaan Keuangan Terhadap Kinerja Usaha: Studi Pada UMKM di Desa Batu Merah Kecamatan Sirimau Kota Ambon. *HIPOTESA-Jurnal Ilmu-Ilmu Sosial*, 17(1), 1-13.
- [14] Mali, M. S. (2023). Pengaruh Inklusi Keuangan, Pengelolaan Keuangan, terhadap Kinerja UMKM Sektor Kuliner di Kota Yogyakarta. *J-MAS (Jurnal Manajemen dan Sains)*, 8(1), 291-296.
- [15] Mosteanu, N. R., & Faccia, A. (2020). Digital systems and new challenges of financial management—FinTech, XBRL, blockchain and cryptocurrencies. *Quality—Access to Success*, 21(174), 159-166.
- [16] Naufal, M. I., & Purwanto, E. (2022). Dampak literasi keuangan terhadap kinerja dan keberlanjutan UMKM (studi kasus industri F&B Kecamatan Summersari Jember). *Profit: Jurnal Administrtasi Bisnis*, 16(2), 209-215.
- [17] Novitasari, D., Juliana, J., Asbari, M., & Purwanto, A. (2021). The effect of financial literacy, parents' social economic and student lifestyle on students' personal financial management. *Economic Education Analysis Journal*, 10(3), 522-531.
- [18] Ozkeser, B. (2019). Impact of training on employee motivation in human resources management. *Procedia Computer Science*, 158, 802-810.

- [19] Putra, A. F., & Ramdani, F. (2023). Determinants of Factors Influencing Food and Beverage Entrepreneur in Using Electronic Money as a Payment Method. *ACE: Accounting Research Journal*, 3(1), 44-61.
- [20] Qomaria, L., & Septiana, A. (2024). Pengaruh pendidikan ekonomi keluarga, literasi keuangan, dan gaya hidup terhadap perencanaan keuangan mahasiswa se-Kabupaten Bangkalan. *Jurnal Pendidikan Ekonomi (JUPE)*, 12(3), 500-507.
- [21] Qurniyawan, M. (2022). *Pengaruh Badan Usaha Milik Desa Terhadap Kesejahteraan Masyarakat: Village government Pelangi Nusantara, Desa Lobuk, Kec. Bluto, Kab. Sumenep* (Dissertation, Universitas Wiraraja).
- [22] Rahadjeng, E. R., Pratikto, H., Mukhlis, I., & Restuningdiah, N. (2023). Analysis of financial technology, financial literacy, financial attitudes, on mediated business performance financial inclusion and self-efficiency in small medium industry (SMD) in Malang city, Indonesia. *International Journal of Professional Business Review*, 8(8), e03041-e03041.
- [23] Rani, G. M., & Desiyanti, R. (2024). Pengaruh Literasi Keuangan, Inklusi Keuangan dan Digital Payment Terhadap Kinerja UMKM Makanan & Minuman di Kota Padang. *Ekomabis: Jurnal Ekonomi Manajemen Bisnis*, 5(02), 161-174.
- [24] Rijanto, A. (2021). Blockchain technology adoption in supply chain finance. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(7), 3078-3098.
- [25] Riyanti, N. (2021). Optimalisasi Peran Badan Usaha Milik Desa (Village government) Singajaya Dalam Meningkatkan Kesejahteraan Masyarakat (Studi Kasus Di Desa Bodas Kecamatan Watukumpul). *Al-Idarah: Jurnal Manajemen Dan Bisnis Islam*, 2(1), 80-93.
- [26] Rumain, I. A. S., Mardani, R. M., & Wahono, B. (2021). Pengaruh Literasi Keuangan Dan Pengelolaan Keuangan Terhadap Kinerja Keuangan Pada Umkm Kota Malang. *E-JRM: Elektronik Jurnal Riset Manajemen*, 10(08).
- [27] Sugiyono, S. (2018). *Metode penelitian kuantitatif*. Bandung: Alfabeta.
- [28] Susilowati, H., Ratnaningrum, R., Andriana, M., Hargyatni, T., & Sholihah, E. (2022). Kinerja Bisnis UMKM di Era Digital.
- [29] Tika, P. (2006). Budaya organisasi dan peningkatan kinerja perusahaan. *Jakarta: Bumi Aksara*.
- [30] Wijaya, U. B. W., Suprayogi, S., Zahra, I. E., Suropto, S., & Holiawati, H. (2024). Implementation of Balanced Scorecard as a Benchmarking Tool in Public Organizations. *Jurnal Ilmiah Akuntansi Kesatuan*, 12(5), 695-704.
- [31] Zibran, M. H., Setiawan, A. B., & Melani, M. M. (2024). Performance Measurement Analysis of Athallah Primary Clinic Using Balanced Scorecard Method Approach. *Jurnal Ilmiah Akuntansi Kesatuan*, 12(5), 651-658.