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MANAGEMENT CONTROL MODEL IN OPTIMALIZING VILLAGE DEVELOPMENT PERFORMANCE MODERATED BY PARTICIPATIVE LEADERSHIP STYLE (Study on Village Government in Central Sulawesi Province)

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ABSTRACT

This study aims to test the moderation model of participative leadership style in strengthening the influence of the management control system on the performance of SDGs-based village development in Indonesia. The study population was 1,839 villages, Central Sulawesi Province in the Republic of Indonesia. The research sample includes 122 villages, which are distributed based on the village development index categories, namely: independent villages, developed villages, developing villages and underdeveloped villages. The absolute difference value moderation regression analysis method was used to test the role of participative leadership style in strengthening the influence of the management control system on village development performance. The partial results showed that the management control system consisting of personal control and cultural control has a significant positive effect on village development performance, while the effect of results control and action control on village development performance is not significant. Participative leadership style is partially able to strengthen the role of the management control system in improving the performance of SDGs-based village development.

Keywords: Management Control System, Participative Leadership, Village Development Index.

1.0 INTRODUCTION

Sustainable Development Goals (SDGs) is a global action plan agreed upon by world leaders to end poverty, reduce inequality, and protect the environment. The United Nations (UN) has created a blueprint for a better sustainable world by 2030, which consists of 17 goal indicators to be achieved, consisting of: (1) no poverty; (2) no hunger; (3) good health and well-being; (4) quality education; (5) gender equality; (6) clean water and sanitation; (7) affordable and clean energy; (8) decent work and economic growth; (9) industry, innovation and infrastructure; (10) reducing inequalities; (11) sustainable cities and communities; (12) responsible consumption and responsible production; (13) climate action; (14) life under water; (15) life on land; (16) peace, justice and strong institutions; (17) partnerships for the goals.

Important factors for public sector organizations in supporting the achievement of SDGs goals include: commitment, policy, strategy, governance, and accountability factors (Furqon et al.,

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2023; Bowen et al., 2017; Breuer & Leininger, 2021; Hickmann et al., 2022; Lauwo et al., 2022).

In Indonesia, the achievement of national SDGs goals is regulated in Presidential Regulation No. 59/2017 on the implementation of the achievement of national sustainable development goals referring to the seventeen indicators of global sustainable goals. The achievement of national SDGs goals is also supported by the Ministry of Village, Development of Disadvantaged Regions and Transmigration (Kemendes PDTT), which issued Permendesa PDTT No. 13 of 2020, which focuses on village SDGs. This regulation regulates the priority use of village funds that focus on efforts to achieve the SDGs. The village SDGs have additional goal indicators, resulting in eighteen indicators. The 18th indicator of village SDGs is about dynamic village institutions and adaptive village culture. The goal is to ensure that village development is not only measured by SDGs indicators, but also cultural and religious aspects.

The reform of village government performance measurement in Indonesia was realized with the issuance of the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 2 of 2016, concerning the Village Development Index (IDM). The Village Development Index is a composite index formed from the Village Social Resilience Index, Economic Resilience Index and Ecological Resilience Index. The village social resilience index is measured by incorporating village SDGs goals indicators 1, 2, 3, 4 and 5. The village economic resilience index is measured using village SDGs goals indicators 7, 8, 9, 10 and 17. The village ecological resilience index is measured using village SDGs goals indicators 6, 11, 12, 13, 14, 15, as well as aspects of legal and governance resilience in indicators 16 and 18.

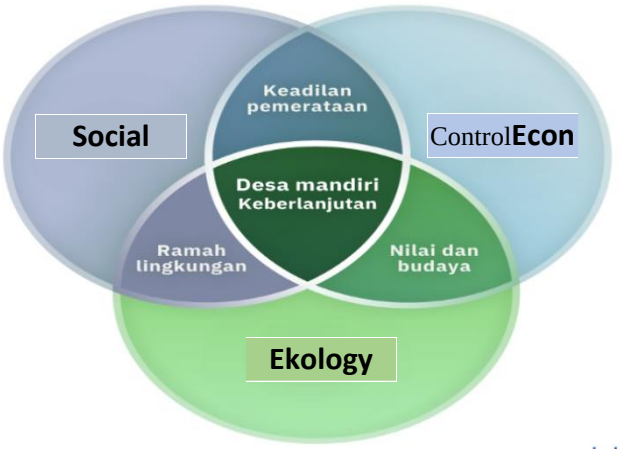

Figure 1: Dimensions of Village Development Index (IDM) Measurement

The results of the national SDGs achievement in 2021 compared to the 2030 target show that the Village SDGs contributed to the national SDGs by 74 percent. These results were obtained based on the territorial and civic aspects. The territorial aspect shows that 91 percent of Indonesia's territory is a village area. As many as 12 of the 18 goals of the Village SDGs are closely related to village territories, especially goals 7 to 18 which are closely related to village territories. The civic aspect shows that 43 percent of Indonesia's population is in villages. While

the 6 goals of the SDGs are closely related to villagers. This situation is a factor that village SDGs actions have a significant contribution to the achievement of national SDGs. The results of the measurement of the village development index in Indonesia from 2019 - 2022 can be seen in the following table:

Table 1: Village Development Index (IDM) in Indonesia (2019 - 2022)

IDM Categories	Year 2019		Year 2020		Year 2021		Year 2022	
	Village	%	Village	%	Village	%	Village	%
Independent	840	1.22	1.741	2.49	3.278	4.44	6.238	8.42
Developed	8.547	12.56	11.899	17.01	15.324	20.75	20.248	27.77
Developing	38.185	55.47	39.666	57.01	38.086	51.57	33.892	45.77
Underdeveloped	17.626	25.61	13.961	19.96	12.177	16.49	9.234	12.47
Very Underdeveloped	3.536	5.14	2.466	3.53	4.985	6.75	4.438	5.99
Number of villages	68.834	100	69.733	100	73.850	100	74.050	100

Sumber: Ministry of Villages and Disadvantaged Regions (2023)

The table above illustrates that since 2019-2022 the national Village Development Index (IDM) has changed for the better. The typology of very underdeveloped and underdeveloped villages has decreased, while the typology of independent and developed villages has increased.

According to Harun et al. (2013) Since 2003, Indonesia has implemented Performance-Based Budgeting in a decentralized manner (regional autonomy) that emphasizes budget planning that contains detailed outputs or outcomes. The Village Development Index (IDM) is one of the concepts used by the central government in controlling village financial management. Since IDM is applied as a performance measurement tool for village development, the village government has also adjusted the budgeting of village revenue and expenditure sources based on IDM dimensions measured by SDGs indicators.

The sources of funding for village governments are regulated in Government Regulation of the Republic of Indonesia No. 60 of 2014, later replaced by Government Regulation No. 22 of 2015 concerning Amendments to Government Regulation No. 60 of 2014, later replaced by Government Regulation No. 8 of 2016 concerning the Second Amendment to Government Regulation No. 60 of 2014, concerning Village Funds sourced from the State Budget (APBN). The village government also receives incentives from the local government called village fund allocations (ADD), and other sources of income that can be sought by the village government.

Problems with financial governance surfaced when several village heads as heads of government experienced legal cases related to village financial management. Several studies have identified weak management control factors as triggers for financial management problems. Indonesia Corruption Watch (ICW) stated that the cases of corruption by law enforcement officials in Indonesia, most of which occurred in the village fund budget sector, namely 154 cases in 2021 with a potential state loss of IDR 233 billion. The phenomenon of corruption in the village fund budget has even tended to increase since 2015. ICW recommends improving the control system in the village fund budget sector, in connection with the large village fund budget in 2022 which reached IDR 68 trillion. Meanwhile, data from the Corruption Eradication Commission (KPK) of the Republic of Indonesia from 2012 to 2021, there have been 601 cases of of Village Fund corruption in Indonesia.

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Another perspective is put forward by Harun et al., (2013) which states that although Indonesia has implemented decentralization in the budgeting process with regional autonomy, supervision and management of human resources are still controlled by the central government. This phenomenon shows the weakness of management control in local financial governance in village governments.

One concept of management control in public sector organizations that aims to control the achievement of results is New Public Management (NPM). The goal of NPM to improve organizational performance is closely related to the characteristics of results control (Hood, 1995), but it is important to consider the impact of other management control elements on motivation and organizational performance, such as personnel or cultural control (Van Der Stede, 2011). Kolk et al., (2019) suggest that personal and cultural control elements can increase the creation of employee intrinsic motivation. Furthermore, according to Georgellis et al., (2011) personal control and cultural control are very relevant to public sector organizations where the characteristics of public sector employees are more influenced by intrinsic motivation than extrinsic incentives.

Satyawati et al., (2017) argue that accountability for the use of village funds is still hampered, due to the low competence of village officials so that the right leadership style is needed. Participative leadership style is a type of leader that involves subordinates in the decision-making process.

2.0 LITERATURE REVIEW

2.1 Contigency Theory

Contingency theory assumes that the design and control system depends on the organizational context in which the control is applied (Chenhall and Euske, 2007). While Otley (1991), has argued that management accounting theory is an attempt to identify a control system based on accounting that is appropriate in all conditions. Management accounting principles will always try to adopt a system that is more useful in certain conditions. It is necessary to identify the most important contingent variables and estimate their effects on the design of the control system. A better relationship between the control system and contingency variables is expected to improve organizational performance.

2.2 Management Control

Merchant and Van Der Stede (2017) state that Management Control System (MCS) is very important for organizations, where failure to implement MCS will cause financial losses, damage to reputation, and inability to meet organizational goals.

The concept of New Public Management (NPM) encourages the application of management control practices in public sector organizations similar to those applied in the private sector, such as more effective use of resources, establishment of management control tools, clear contracts, and the use of formal and measurable standards to control the organization (Hood, 1995). These reforms led to the establishment of performance measurement as a priority in public sector organizations, which is expected to lead to improved performance in public sector

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organizations. Merchant and Van Der Stede (2017) identify a typology of management control systems based on the object to be controlled, which consists of:

1. Result Control

Outcome control is often used to control employee behavior by informing employees about what the organization expects from them and motivating them to produce the desired results. An important factor in such outcome control is the decentralization of delegating decision rights to managers as well as the existence of an incentive system to motivate the achievement of targets. Implementing good results control requires four steps: determining performance dimensions that balance stakeholder interests, determining performance measures for each performance dimension, setting performance targets and rewarding target achievement (Frey et al., 2013).

2. Action Control

This control aims to ensure that employees carry out their duties in accordance with the best interests of the organization. This form of control includes limits on behavior, review of work plans, and accountability for actions taken. Prior to implementation, identifying which actions are acceptable or unacceptable is necessary. After that, action control is carried out through socializing the categorization of actions to employees, observing the implementation of controls, and providing rewards for good actions or punishments for bad actions (Maharani, 2021).

3. Personal Control

These controls seek to ensure that employees have a natural tendency to control and motivate themselves by clarifying organizational expectations to employees, ensuring each employee has the ability to carry out their responsibilities successfully, and self-monitoring. Personnel controls include transparent recruitment processes, training, and proper assignment in work design (Sutoyo and Mahardhika, 2015).

4. Cultural Control

Cultural control are designed to encourage mutual monitoring and employee relatedness within an organization. This control is a form of group pressure on individuals when they deviate from the norms and values espoused by the group. Cultural control in the form of: written or unwritten rules including organizational norms and values, organizational vision and mission statements, social arrangements, and top management directives (Maharani, 2021).

2.3 Participative Leadership Style

The village head has the responsibility as a leader to run the development program in the village. Village development planning is organized by involving the village community through the Village Development Planning Meeting (Musrenbangdes). A leader with a participative style is needed, who always coordinates with subordinates in problem solving and consults with subordinates before making decisions.

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Aspects of participative leadership style include consultation, joint decision making, power sharing, decentralization, and democratic management (Yukl, 1998). Rivai (2006) explains that being a participative leader means involving team members in decision making. The findings of Putri and Yudianti (2020) state that the participative leadership style of the village head has a positive and significant effect on the performance of village fund management (Putri, Yudiati, 2020).

Albernethy et al. (2010) found that leadership style proved to be a predictor of the role of planning and control systems and performance measurement systems in the management control system.

2.4 Performance of Public Sector Organizations

Stolovitch and Keeps in Tehuayo and Labusab (2016) state that performance is a set of results achieved and refers to the act of achieving and carrying out the work requested. In line with the implementation of NPM in Indonesia, there are more and more efforts to improve public sector performance. One form of reform in measuring village government performance is the issuance of Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 2 of 2016, concerning the Village Development Index (IDM). The Village Development Index is a composite index formed from the Social Resilience Index, Economic Resilience Index and Village Ecological Resilience Index. Village development performance in this study will be measured using the value of the Village Development Index (IDM) published by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia for 2022. The measurement of the Village Development Index is based on SDGs indicators in 5 categories, namely: 1) independent village category; 2) developed village category; 3) developing village category; 4) underdeveloped village category; and 5) very underdeveloped village category.

An Independent Village is an advanced village that is able to carry out village development to improve the quality of life and livelihood of the village community with social resilience, economic resilience, and ecological resilience in a sustainable manner. A Developed Village typology is a village that has the potential for social, economic and ecological resources, and is able to improve the welfare of the village community, the quality of human life, and reduce poverty. Developing Village is a village that have the potential to become developed villages, have the potential for social, economic and ecological resources but have not yet managed to improve the welfare of the village community, the quality of human life and reduce poverty. Underdeveloped Village is a village that have potential social, economic, and ecological resources but are not yet able to manage them to improve the welfare of the village community, the quality of human life, and experience poverty in its various forms. A Very Underdeveloped Village is a village that experiences vulnerability due to natural disasters, economic shocks, and social conflicts, and is therefore unable to manage its potential social, economic, and ecological resources, and experiences poverty in its various forms.

3.0 FRAMEWORK AND HYPOTHESIS

Business unit performance is influenced by strategic priorities, the degree of centralization, management accounting systems, and management control (Jermias and Gani, 2005). Govindarajan and Gupta in Ferreira and Otley (2009) state that the match between the

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environment, strategy and management control system has a relationship with organizational performance. Organizations that fail to implement a management control system properly will affect financial performance, the company's reputation will decline and failure to execute the goals that have been set (Merchant and Van Der Stede, 2017). These concepts reinforce that organizational performance is influenced by the management control system.

Kahar et al. (2013) states that the holistic management control model accommodates culture as a typological system to strengthen the role of other typological systems. So that in this study, the typology of the management control system is developed into an independent variable, consisting of result control, action control, personal control and cultural control.

Participative leadership is included as a locus that moderates the implementation of the management control system on organizational performance as measured by the SDGs approach. This model is supported by the findings of Albernethy et al. (2010) that leadership style is proven to predict the role of planning and control systems and performance measurement systems in management control systems.

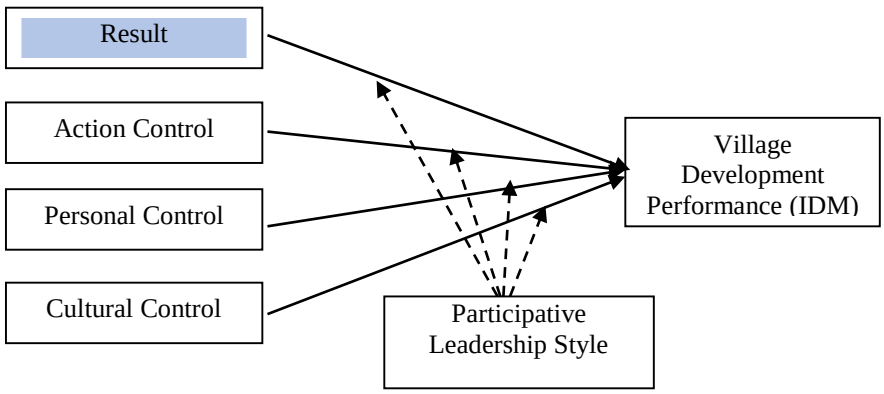

Figure 2: Research Theoretical Framework

Based on the research framework above, the research hypothesis can be formulated as follows:

H1 Management control consisting of result control, action control, personal control and cultural control has an effect on improving village development performance.

H2 Participative leadership style is able to strengthen the influence of management control on village development performance.

4.0 RESEARCH METHODS

This research includes verification research or quantitative research. According to Sugiyono (2013:13) quantitative research methods are research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing the hypothesis that has been proposed.

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Based on data from BPS Central Sulawesi Province, in 2019, there were approximately 147 sub-districts and 1,839 villages (BPS, 2022). The population in this study were village government officials limited to the Village Head, Village Consultative Body, and village office staff. In relation to the implementation of the survey to distribute samples proportionally in all sample villages, the number of samples was determined using the Slovin formula at a margin of error of 8 percent with a minimum result of 122 villages (rounding). The distribution of questionnaires was carried out using a direct approach (offline) and google form (online).

This study adopts the four elements of management control from Merchant and Van Der Stede (2017) to build four sub-variables of management control as independent variables consisting of: Result control, Action control, Personal control, and Cultural control, each construct variable is measured using 5 (five) statement items. The participative leadership style adopted from Yukl (1998: 102) uses five dimensions consisting of: consultation, joint decision making, and authorization of authority, decentralization and democratic management. This variable adopted 10 questionnaire statements developed by Robert House. The data measurement scale uses a Likert scale of 1 - 5. Score 1 (one) for strongly disagreeing and score 5 (five) for strongly agreeing with the statements presented in the questionnaire.

Village development performance variables refer to the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 2 of 2016, concerning the Village Development Index (IDM) which consists of 3 (three) indexes; ecological development index, social development index, and economic development index.

Hypothesis testing was carried out using the absolute difference value moderated regression analysis method. This method is used to avoid the multicollinearity effect of testing moderating variables. The statistical tool used is SPSS rel. 25.

5.0 RESULTS AND DISCUSSION

This study was conducted in 1,220 villages, 12 districts in Central Sulawesi Province, Indonesia. Therefore, the total research population was 2.220 villages, using the cluster random sampling method, a sample size of 122 villages was obtained, spread across 12 districts. Respondents in this study chose the village head or village secretary as the leading element in the village government. The village head or village secretary is considered to have a relevant understanding to perceive the management control system and participative leadership style that they apply.

The sample based on the identified village development index (IDM) category consisted of 13 independent villages, 42 developed villages, 58 developing villages, and 9 underdeveloped villages; no very underdeveloped villages were sampled in this study.

Table 2 Research Sample Based on IDM Category

No	IDM Category	Number Of Villages	Percentage
1	Independent	13	11 %
2	Developed	42	34 %
3	Developing	58	48 %

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4	Underdeveloped	9	7 %
5	Very Underdeveloped	0	0 %
Total		122	100 %

Source: Ministry of Villages PDTT (2022)

The performance characteristics of village development in this study are measured using the village development index (IDM) which consists of independent villages, developed villages, developing villages, underdeveloped villages and very underdeveloped villages. The measurement of the village development index uses 18 SDGs indicators. Data and graphs of the distribution of sample villages in each district can be described as follows:

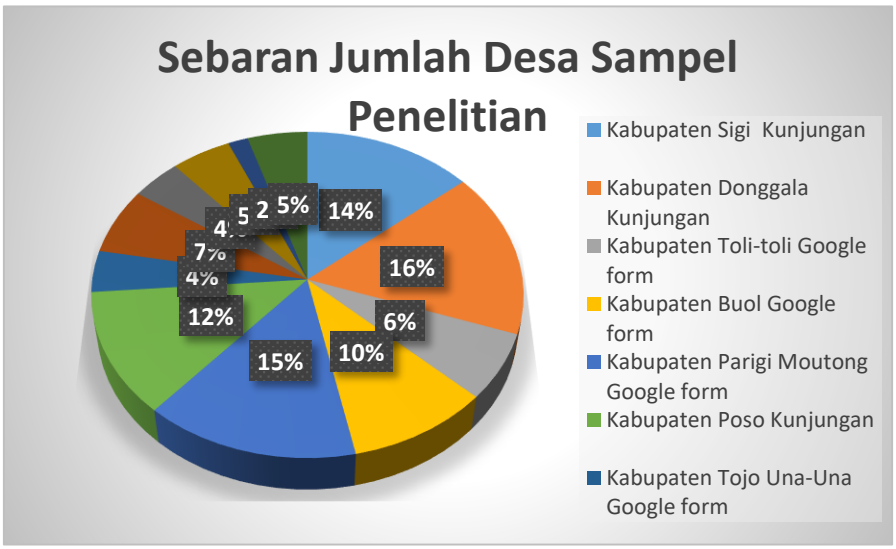

Figure 3 Distribution of Sample Villages in Each District

Description of Research Variables

The results control variable aims to determine how far the control of the achievement of the work results of each staff working in the village office. This variable is measured by indicators, the existence of work targets, measurement of work results, provision of incentives, provision of punishment and communication of work results. The following is a description of the results of respondents' answers to the results control variable.

Table 3 Description of Research Variables

Variable	Mean	Min	Max	Standard Deviation
Result Control	19.3472	9	25	3.6649
Action Control	19.4426	13	25	3.3596
Personal Control	19.0328	11	25	3.3866
Cultural Control	19.1721	5	25	5.1157
Participative Leadership	48.9590	29	65	9.1638

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Development Village Performance	0.7113	0.529	0.894	0.0849

The table above shows that measuring variables with a Likert scale can produce average answers as indicators. The measurement results show that the highest average answer is in the action control variable with an average answer of 3.89 (19.4426: 5), followed by result control 3.87 (19.3472: 5), cultural control 3.83 (19.1721: 5), personal control 3.82 (19.0328: 5), and finally the participative leadership variable 3.77 (48.9590: 13). Referring to the basis of interpretation using Sugiono (2010) categories, the average answers to all research variables are in the high category (3.40 - 4.20).

Indicators of work results that measure the control of results are responded highest with an average answer of 4.180, which illustrates that each village apparatus will be measured for work results based on their respective tupoksi. As for the indicator of providing incentives for officials who achieve high performance results, the communication of the results of measuring the performance of the apparatus is responded with an average answer of 2.885, this is still in the high category, so that control over the communication of work results still needs to be maintained.

Action Control is a means of control through formal rules that must be obeyed by officials in carrying out their duties and functions. The formal rules that control the actions of employee apparatus include indicators, rules on work procedures, socialization of rules, clear reporting mechanisms, budgets as action controls, and appropriate accountability. The table above shows that a clear reporting mechanism is effective in controlling employee actions with an average respondent answer of 4.008. Accountability is the lowest response in the action control variable with an average respondent answer of 2.680.

Personal control includes providing equal opportunities for training, self-improvement, conducting open employee recruitment, equipping new staff with training and involving staff in decision making. Based on the table above, it can be explained that staff involvement in decision-making was responded to highly by the village government with an average answer of 4.022, while the open recruitment indicator was responded to with the lowest average answer of 2.885.

Cultural control is a component of management control that comes from good practices in an organization. Good practices can be formed from good relationships among staff, leadership behavior and policies, habits that are formed and are the character of the organization, values that color every activity in the organization and the formation of solid teamwork.

The indicator of solid teamwork is a very high character of village government culture with an average respondent answer of 4.205. Indicators of understanding the work culture in the organization were responded to with an average answer of 3.057. The average answer for the cultural control variable shows the strong cultural control applied to village government organizations in Central Sulawesi Province.

Testing the research instrument was carried out by comparing the r-critical value for df N-2 (120) is 0.149 with r-count. Based on the r table value used to measure the validity of the instrument. Instruments that measure independent variables; result control of 5 items, action control of 5 items, personal control, 5 items and cultural control of 5 items, are all valid because

r count corrected item total correlations> 0.149. The instruments that measure moderating variables as many as 13 items are all valid because r count corrected item total correlations> 0.149.

The reliability of the research variables is measured using the alpa coefficient. The higher the alpha coefficient, the more accurate the instrument measures the variable. The test results show that the alpha coefficient of all variables is greater than 0.6 so it is concluded that the research instrument is accurate in measuring variable constructs (Sugiyono, 2012).

5.1 Hypothesis Testing

The first hypothesis of this study examines the effect of the elements of the management control system consisting of result control, action, personal and cultural on the performance of village development. The test results show that all elements of the management control system have a significant effect on village development performance. The better the result control, action, personal and cultural, the higher the village development index achieved.

Table 4
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.688[a]	.474	.456	.05934	.474	26.328	4	117	.000

a. Predictors: (Constant), X4, X3, X1, X2

The coefficient of determination shown by Adjusted R_square 0.456 at F sig. 0.000 illustrates that the research model consisting of results control, action control, personal control and cultural control is able to explain changes in the village development index significantly by 46%, so it can be said that the village development index is explained by other factors by 54%.

The results of this study found a consistent relationship between the implementation of the management control system and improved organizational performance. Ferreira and Otley (2009) state that the suitability of the environment, strategy and management control system has a positive correlation with a better level of organizational performance. So that managers must create a management control system that is tailored to the needs of the organization in order to support the strategy in producing high-quality performance (Langfield-Smith, 1997). Jermias and Gani (2005) also state that the performance of a business unit is influenced by strategic priorities, the level of centralization, the type of management accounting system, and also the selection of the management control model applied.

Table 5 Coefficient of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.255	.048		5.314	.000
	X1	.004	.002	.156	1.925	.057
	X2	.004	.002	.136	1.638	.104
	X3	.012	.002	.412	5.215	.000
	X4	.007	.003	.193	2.415	.017

a. Dependent Variable: Y

This study uses a 95% confidence level (alpa 0.05). Individual testing found that personal control (sig. 0.000 < 0.05) and cultural control (sig. 0.017 < 0.05) contributed positively and significantly to village development performance. These results are consistent with the findings of (Albernethy, 2010; Duréndez, 2016; Merchant and Van Der Stede, 2017; and Maharani, 2021) which state that the implementation of a management control system can improve organizational performance. Stefan (2015) also states that sustainable development performance can only be achieved by bringing together the socio-economic management control system with economic and financial performance.

Sub-variables of result control (sig. 0.057 > 0.05) and action control (sig. 0.104 > 0.05) in this study contributed positively and insignificantly to the performance of village development. These results explain that action control in the form of rewards for achievement and punishment for violations has not been able to have a significant effect on improving village development performance. Likewise, results control, which is oriented towards setting targets and work standards that must be met, has not been able to show a significant contribution to improving village development performance. Although result control and action control do not have a significant effect on village development performance, the positive regression coefficient illustrates the direction of linear influence between result control, action control and village development performance. So that the locus variable is needed as a moderator to strengthen the influence of the two variables.

The test results of participative leadership as a moderating variable use a moderation regression test analysis tool with an absolute difference value approach. Moderation regression testing is done partially, the test results can be seen in the following table:

Table 6: Moderation Regression Coefficient of Result Control on IDM

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.680	.010		68.156	.000
	Zscore_x1	.029	.007	.346	4.107	.000
	Zscorez	.017	.007	.200	2.368	.020
	Abs_x1	.035	.009	.301	4.010	.000
a. Dependent Variable: IDM Perpormance						

Table 7: Moderation Regression Coefficient of Action Control on IDM

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.726	.011		65.617	.000
	Zscore(Z)	.000	.007	-.008	-.093	.926
	Zscore(X2)	.042	.007	.528	6.441	.000
	Absx2_z	.018	.009	.172	2.081	.040
a. Dependent Variable: IDM Perpormance						

Table 8: Moderation Regression Coefficient of Personal Control on IDM

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.686	.010		66.956	.000
	Zscorez	.021	.007	.243	3.002	.003
	Zscore_x3	.029	.007	.346	4.274	.000
	Abs_x3	.028	.009	.242	3.177	.002
a. Dependent Variable: IDM Perpormance						

Table 9: Moderation Regression Coefficient of Cultural Control on IDM

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.679	.010		65.116	.000
	Zscorez	.022	.007	.262	3.294	.001
	Zscore_x4	.028	.007	.332	4.172	.000
	Abs_x4	.039	.010	.288	3.849	.000
a. Dependent Variable: IDM Perpormance						

Moderation regression testing found that the effect of the management control system consisting of result control, action control, personal control and cultural control is individually moderated by participative leadership style. Village heads who have a participative leadership style will be able to strengthen the influence of the management control system on improving village development performance.

The moderating variable (AbsX1) between results control and village development performance has a significant regression coefficient (sig. 0.000 <0.05) which indicates that the participative leadership style is able to strengthen the effect of results control on improving village development performance. The moderating variable (AbsX2) between action control and village development performance has a significant regression coefficient (sig. 0.040 < 0.05) which indicates that the participative leadership style is able to strengthen the effect of action control on improving village development performance. Result control and Action control have no effect on village development performance without being moderated by participative leadership style, but after participative leadership intervention, both variables have a significant effect on improving village development performance.

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Moderating variables (AbsX3) and (AbsX4) between personal control, cultural control and village development performance have significant regression coefficients (sig. 0.002 <0.05) and (sig. 0.000 <0.05) which indicate that participative leadership style is able to strengthen the influence of personal control and cultural control on improving village development performance as measured by SDGs indicators.

The test results are supported by the opinion of Abernethy et al. (2010) which states that leadership styles that involve others in decision making, consider the opinions of subordinates, and show concern for the welfare of subordinates are proven as predictors of the role of the performance measurement system in the management control system.

Satyawati et al. (2017) stated that accountability for the use of village funds is still hampered due to the low competence of village officials, so a participative leadership style is needed. Furthermore, Putri and Yudianti (2020) found that the participative leadership style of the village head has a positive and significant effect on the performance of village fund management.

Participative leaders involve subordinates in the decision-making process. According to Yulk (1998) the aspects of participative leadership style consist of; consultative, joint decision making, power sharing, decentralization, and democratic management. Similarly, Rivai (2006) explains that being a participative leader means involving team members in decision making.

6.0 CONCLUSIONS

The findings in the study consist of;

a) The simultaneous effect of management control which includes variables of result control, action control, personal control and cultural control on improving the performance of SDGs-based village development obtained positive and significant test results.
b) Individually, the results control and action control variables are not proven to have a positive and significant effect on village development performance even though they have a linear correlation relationship in the direction of improving village development performance. These results indicate that results control and action control require locus factors that can strengthen the influence on village development performance.
c) The findings of moderation testing show that individually participative leadership style is proven to moderate result control, action control, personal control and cultural control on the improvement of village development performance in Indonesia.
d) This research also emphasizes the role of contingency theory in the application of management control systems that require participative leadership style to improve village development performance based on SGDs indicators.

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