



Research Paper

## Performance Analysis of Finance Management of Legal Entity State University, Hasanuddin University

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**ABSTRACT:** This research aims to determine whether the factors of human resources, facilities and infrastructure, and the budgeting system have an effect on financial management at Hasanuddin University. This research method is a quantitative research that has an associative level of explanation, that is research based on the number of objects studied that are specifically designed to find out certain objects or really focus on a predetermined sample. The results showed that the quality of human resources and facilities and infrastructure had a significant effect on financial management performance, but the budgeting system had no significant effect on financial management performance.

**KEYWORDS:** Human Resource, Facilities and Infrastructure, Budgeting System, Financial Management Performance

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### I. INTRODUCTION

The author's observations on financial management performance problems faced by Hasanuddin University as a State University Legal Entity (PTNBH) include the quality of human resources, sources of funds and financing (budget), facilities and infrastructure which are still quite low. The problem of human resources (apparatus) both in terms of quality and quantity is undoubtedly only one of the indicators that affect the performance of each work unit. The form of organization, facilities and infrastructure, the budget required by the organization and other influential indicators are closely related and related to the performance of the organization in general (University). So far, the availability of existing facilities and infrastructure has not been adequate, which is also due to budget constraints. According to Mardiasmo (2009:12), that the factor of budget availability is very important in determining organizational performance. Budget instruments can not be seen only from the side of a large budget but also the organization's performance can be low because it is influenced by too much budget for each activity of the organization or also improper management.

### II. THEORETICAL AND LITERATURE REVIEW

#### 2.1. Institutional Theory

Institutional theory is a way of thinking about formal organizational structures and the nature of social processes based on the history in which these structures developed. The main factor underlying the growth of institutional theory in the organizational theory literature is its wide range of application (Dillard, Rigsby, & Goodman, 2004). This theory explains the operational guidelines and organizational procedures. By outlining the roles and authorities of various stakeholders together with regulators and institutions, institutional theory plays an important role in improving organizational structure and performance by balancing the roles of stakeholders (Karbhari et al., 2020). This condition is in accordance with the conditions of the research location that intersect with various stakeholders.

#### 2.2. Overview of State Finances

State Finance according to Law no. 17 of 2003 are all rights and obligations of the state that can be valued in money, as well as everything in the form of money or goods that can be used as state property in connection with the implementation of these rights and obligations.

### **2.3. Financial Management Performance**

The definition of performance based on Ministry of Home Affairs (Permendagri) No. 21 of 2011 is the result of activities that will be or have been achieved in connection with the use of the budget with measurable quantity and quality. Activities as part of achieving measurable targets in a program implemented. Generally, the definition can be interpreted that performance is an outcome resulting from the function of a particular job or activity during a certain period of time.

### **2.4. Human Resources**

Humans are the most important factor among other resources such as sources of funds, facilities and infrastructure, in terms of carrying out work. This is in line with the opinion of Luisser and Robert (in Adisasmita, 2009:34). According to Nawawi in Gaol (2014:44), Human Resources are people who work and function as organizational/company assets that can be counted (quantitatively), and HR is the potential that drives the organization. Widodo (2001) in Kharis (2010) explains that human resource competence is the ability of human resources to carry out the tasks and responsibilities assigned to them with adequate education, training, and experience.

### **2.5. Facilities and Infrastructure**

In Government Regulation (PP) Number 19 of 2005 concerning National Education Standards (SNP) it is stated that there is a need for a minimum benchmark quality standard to assess the quality level of provision, utilization, maintenance and development of facilities and infrastructure available at each university.

### **2.6. Budgeting System**

An important part of the financial management mechanism is planning and budgeting. This is an inseparable part because it is interrelated. Planning and budgeting are two things that are needed to manage development effectively and efficiently. To run well, budgeting should not dictate the planning process, and planning should take into account the availability of funds and economic viability to be realistic. The final product (output) of a planning and budgeting is in the form of a written planning and budgeting document prepared in accordance with the applicable laws and regulations.

### **2.7. Relationship Between Variables**

#### **2.7.1. Relationship between HR Quality and Financial Management Performance**

The quality of human resources in an organization greatly determines the performance or productivity of the organization. And vice versa, if the quality of resources (employees/employees) is low, it will lead to low productivity and competitiveness (Aris, Maupa, Muis, &Tabba, 2019). Thus, the provision of similar training or education in order to improve the quality of the organization's human resources provides a very good hope in improving organizational performance, especially in terms of financial management. Human performance at the university reflects the knowledge, skills, behavior and values of employees. Therefore, spending on education and development is a long-term investment that universities can take advantage of. Improving the quality of University staff by providing education and promotions so that they acquire different qualities to create benefits for the university (Nguyen, 2018).

#### **2.7.2. Relationship between Facilities and Infrastructures and Financial Management Performance**

Sarana dan prasarana dalam penelitian ini diukur dengan menggunakan indikator yang diadopsi dari Moenir (1995) yang memfokuskan sarana dan prasarana pada aspek fungsinya dalam mendukung kinerja jaterdiri atas mendukung pelaksanaan pekerjaan, meningkatkan kinerja, kualitas kerja lebih baik dan terjamin, ketetapan suasana dan stabilitas, memudahkan saya untuk bekerja, dan menimbulkan rasa kenyamanan. Facilities and infrastructure in an organization greatly determine the performance or productivity of the organization. Vice versa, inadequate support for facilities and infrastructure can reduce performance.

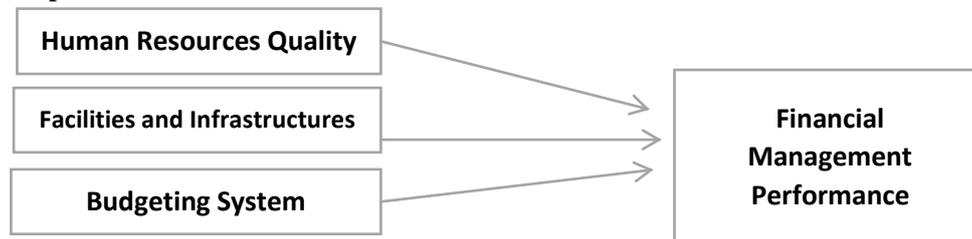
#### **2.7.3. Relationship between Budgeting System and Financial Management Performance**

Sterck and Scheers (2006) distinguish three groups of budgeting systems used, namely as information on results, outputs and results. Choi (2006), the outcome measure is related to the results that occur due to the services provided, while the output size is more related to the quantity of services. Hasanuddin University in preparing the budget, in addition to complying with the provisions for using the budget for the public, also pays attention to budgetary outputs that focus on education services in accordance with the demands of the State financial budget in the education sector. Some of the advantages of a performance-based budgeting system, especially those related to government sector budget allocations, are improving the results of institutional programs, improving decisions made by the government and coordination between institutions and

the legislature (Avwokeni, 2016), making the government more efficient and effective and increasing accountability and transparency.

### III. CONCEPTUAL FRAMEWORK

#### 3.1. Conceptual Framework



#### 3.2. Hypothesis

H1 : Human Resources Quality variable has an effect towards Financial Management Performance of Hasanuddin University

H2 : Facilities and Infrastructures variable has an effect towards Financial Management Performance of Hasanuddin University

H3 : Budgeting System variable has an effect towards Financial Management Performance of Hasanuddin University

### IV. RESEARCH METHOD

#### 4.1. Research Design

The method used in this research is a quantitative research method that has an associative level of explanation, namely research based on the number of objects studied that are specifically designed to find out certain objects or really focus on a predetermined sample, while data collection will be carried out through surveys. a questionnaire that was delivered and taken by the researcher himself to the accounting/finance division of the 3rd Floor Rectorate of Hasanuddin University Makassar.

#### 4.2. Time and Location

The research was conducted in the financial department at the Hasanuddin University Makassar. This research lasted for three months, starting from February to April 2021.

#### 4.3. Population and Sample

The population in this research are all financial management employees who work in the finance department of Hasanuddin University (rector and faculty). The research sample was the staff of the finance department of the rectorate and all heads of finance and faculty treasurers within the scope of Hasanuddin University totaling 62. The sampling technique used the saturated sample.

#### 4.4. Data Types and Source

The type of data used in this research is quantitative data. The data sources are primary data and secondary data.

1. Primary data in this research were obtained directly from employees who carry out financial management in the finance department of the 3rd Floor Rectorate and the finance department of the faculty at Hasanuddin University Makassar.

2. Secondary data is data sourced from documents such as number of employees, general description of research locations, scientific articles, and others.

#### 4.5. Data Gathering Technique

Data collection methods and techniques used in this research are:

1. Questionnaire, which is a data collection technique by providing a list of questions to respondents as primary data.

2. Observation, which is data collection techniques carried out through observations at the research site to complete the required data.

3. Interviews, which is data collection techniques by collecting information through questions and answers to respondents directly in order to complete the required data.

#### 4.6. Data Analysis Method

In accordance with the formulation of the problem and research objectives, to determine the effect of the independent variables (X1, X2, and X3) on the dependent variable (Y), the model for data analysis used is the multiple linear regression analysis model, with the model formulation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Because the financial management performance variable (Y) in this research is a function of the variables that influence it (X1, X2, and X3), the following equation or formula is adjusted to be:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = financial management performance

X1 = quality of human resources

X2 = facilities and infrastructure

X3 = Budgeting system

b1, b2, and b3 are partial regression coefficients, b0 is a constant, and e is a confounding factor.

#### 4.7. Operational Definition

In order to get a clear picture and provide limitations on the variables used in this research, the following operational definitions are used:

1. Financial Management Performance (Y) is the result of employee roles and activities in budget management. This variable is measured by Indicators: Work Performance and Contextual Performance (Tarigan et al., 2020)

2. Human Resources Quality (X1) is the ability possessed by employees as budget managers. This variable is measured by indicators: Knowledge, Idea, Skills, Competence (Mathis, and Jackson, 2002)

3. Facilities and Infrastructure (X2) is a function of the facilities available to support employee performance. This variable is measured by indicators: Support the implementation of the work, Improve performance, better and guaranteed work quality, stability, makes it easier for work, and creates a sense of comfort. (Moenir, 1995)

4. Budgeting System is a process in budgeting. These variables are measured using indicators: Preparation of budget plans, Data and information collection, Division of budget planning tasks, Budgeting, Budget implementation, and Budget monitoring and evaluation. (Haruman and Sri Rahayu, 2007)

Through the Likert Scale measurement approach, these indicators are assessed based on employee perceptions which are then categorized into:

Category	Rating
Strongly Agree/Very Successful/Very Good	5
Agree/Successful/Good	4
Neutral/Successful Enough/Good Enough	3
Disagree/Not Successful/Not Good	2
Strongly Disagree/Very Not Successful/Very Not Good	1

## V. RESEARCH RESULTS

### 5.1. Validity and Reliability Test

Validity and reliability tests were carried out with the aim of seeing the suitability of the instruments used in measuring the research variables. The instrument is said to be valid if the Corrected item-total correlation value is greater than 0.3. While the standard value used to see the reliability of the research variables is the Cronbach's Alpha value. Cronbach's Alpha which is greater than 0.6 is said to be a reliable research item (instrument). The following is a test of the validity and reliability of the instrument from each research variable:

#### 5.1.1. Validity and Reliability of Human Resources Variable

##### a. Validity Test

Question Items	Corrected item-total correlation	Information
Education is appropriate to job field(X1.1)	0,667	Valid
Has supporting knowledge in work(X1.2)	0,793	Valid
Always has idea to work effectively (X1.3)	0,733	Valid
Gives ideas that support the job(X1.4)	0,758	Valid
Has skills related to the job(X1.5)	0,844	Valid
Attends training related to the job(X1.6)	0,650	Valid

Has knowledge appropriate to the job (X1.7)	0,849	Valid
Skills to adapt with changes given by the job (X1.8)	0,755	Valid

Source: Research results, by using SPSS (2021)

b. Reliability Test

By using SPSS, the value of Cronbach's Alpha is obtained as a value that becomes a measure of the reliability of the instrument to measure the research variables. Cronbach's Alpha value is  $0.880 > 0.6$ , this indicates that the research instrument is reliable

**5.1.2. Validity and Reliability of Facilities and Infrastructure Variable**

a. Validity Test

Question Items	<i>Corrected item-total correlation</i>	Information
Facilities and infrastructure are appropriate in carrying out the work (X2.1)	0,821	Valid
Facilities and infrastructure play a role in completing work (X2.2)	0,767	Valid
Facilities and infrastructure to support the completion of work on time (X2.3)	0,862	Valid
Facilities and infrastructure encourage work with enthusiasm (X2.4)	0,852	Valid
Facilities and infrastructure to improve the quality of work (X2.5)	0,828	Valid
Facilities and infrastructure guarantee the quality of work(X2.6)	0,845	Valid
Facilities and infrastructure availablein accordance with work needs (X2.7)	0,838	Valid
Facilities and infrastructure are always stable in supporting work (X2.8)	0,784	Valid
Facilities and infrastructure make it easier to work (X2.9)	0,775	Valid
Facilities and infrastructure make it easier to complete work (X2.10)	0,843	Valid
Facilities and infrastructure create a sense of comfort at work (X2.11)	0,812	Valid
Facilities and infrastructure is appropriate with needs (X2.12)	0,848	Valid

Source: Research results, by using SPSS (2021)

b. Reliability Test

By using SPSS, the value of Cronbach's Alpha is obtained as a value that becomes a measure of the reliability of the instrument to measure the research variables. Cronbach's Alpha value is  $0.959 > 0.6$ , this indicates that the research instrument is reliable

**5.1.3. Validity and Reliability of Budgeting System Variable**

a. Validity Test

Question Items	<i>Corrected item-total correlation</i>	Information
Involved in the preparation of the budget plan (X3.1)	0,917	Valid
Knowing well the process in preparing the budget plan (X3.2)	0,935	Valid
Involved in data collection in the preparation of finance estimates (X3.3)	0,886	Valid
Collecting information needed in budget preparation (X3.4)	0,917	Valid
Know my duties in budgeting (X3.5)	0,907	Valid
Perform tasks well in budgeting (X3.6)	0,944	Valid
Involved in budgeting (X3.7)	0,908	Valid
Participate in budget preparation (X3.8)	0,956	Valid
Is part of budget implementation (X3.9)	0,844	Valid
Carry out duties as an employee in budget implementation (X3.10)	0,782	Valid
Conduct a careful examination of each activity budget (X3.11)	0,878	Valid
Evaluate in each implementation of the activity budget (X3.12)	0,915	Valid

Source: Research results, by using SPSS (2021)

b. Reliability Test

By using SPSS, the value of Cronbach's Alpha is obtained as a value that becomes a measure of the reliability of the instrument to measure the research variables. Cronbach's Alpha value is  $0.959 > 0.6$ , this indicates that the research instrument is reliable

**5.1.4. Validity and Reliability of Financial Performance Management Variable**

a. Validity Test

Question Items	<i>Corrected item-total correlation</i>	Information
Knowing the work done (Y.1)	0,528	Valid
Knowing the consequences of a job (Y.2)	0,654	Valid
Complete the job carefully (Y.3)	0,748	Valid

Work as effectively as possible (Y.4)	0,698	Valid
Completing daily work for which he is responsible (Y.5)	0,619	Valid
Not procrastinating my work (Y.6)	0,769	Valid
Ability to manage work well (Y.7)	0,679	Valid
Ability to work according to work-related rules (Y.8)	0,777	Valid
Ability to work independently (Y.9)	0,518	Valid
Not dependent on the help of people in completing the work (Y.10)	0,549	Valid
Always ready to follow any policies related to work (Y.11)	0,765	Valid
Work in accordance with work procedures (Y.12)	0,785	Valid
Have a solution for every problem related to work (Y.13)	0,728	Valid
Take initiative to complete work every day (Y.14)	0,709	Valid
Easy to work with colleagues (Y.15)	0,678	Valid
Always ready to work in a team according to leadership policies (Y.16)	0,581	Valid

Source: Research results, by using SPSS (2021)

b. Reliability Test

By using SPSS, the value of Cronbach's Alpha is obtained as a value that becomes a measure of the reliability of the instrument to measure the research variables. Cronbach's Alpha value is  $0.904 > 0.6$ , this indicates that the research instrument is reliable

5.2. Research Variable Description

The description of the research variables was carried out to determine the category of respondents' choices by looking at the average answers. Determination of categories is done by dividing into five intervals of respondents' answers.

No	Average Values (mean)	Category
1	$1,00 \leq \text{avg} < 1,85$	Strongly Disagree/Very Not Good/Very Poor Quality
2	$1,85 \leq \text{avg} < 2,65$	Disagree/Not Good/Poor Quality
3	$2,65 \leq \text{avg} < 3,45$	Neutral/Somewhat Good/Less Quality
4	$3,45 \leq \text{avg} < 4,25$	Agree/Good/Good Quality
5	$4,25 \leq \text{avg} \leq 5,00$	Strongly Agree/Very Good/Very Good Quality

5.2.1. Human Resources Quality Variable Description

Question Items	Question Items Avg	Information
Education is appropriate to job field(X1.1)	3,90	Good
Has supporting knowledge in work(X1.2)	4,18	Good
Always has idea to work effectively (X1.3)	4,06	Good
Gives ideas that support the job(X1.4)	4,08	Good
Has skills related to the job(X1.5)	3,97	Good
Attends training related to the job (X1.6)	4,26	Very Good
Has knowledge appropriate to the job (X1.7)	4,18	Good
Skills to adapt with changes given by the job (X1.8)	4,31	Very Good
HR Quality Average	4,12	Good

Source: Primary Data (2021)

Overall, the average variable of HR quality is 4.12 with good category. Thus, the quality of human resources can be maintained and improved, especially in the quality of education of each employee.

5.2.2. Facilities and Infrastructures Variable Description

Question Items	Question Items Avg	Information
Facilities and infrastructure are appropriate in carrying out the work (X2.1)	4,16	Good
Facilities and infrastructure play a role in completing work (X2.2)	4,26	Very Good
Facilities and infrastructure to support the completion of work on time (X2.3)	4,24	Good
Facilities and infrastructure encourage work with enthusiasm (X2.4)	4,31	Very Good
Facilities and infrastructure to improve the quality of work (X2.5)	4,23	Good
Facilities and infrastructure guarantee the quality of work(X2.6)	4,16	Good
Facilities and infrastructure availablein accordance with work needs (X2.7)	4,13	Good
Facilities and infrastructure are always stable in supporting work (X2.8)	4,06	Good
Facilities and infrastructure make it easier to work (X2.9)	4,27	Very Good
Facilities and infrastructure make it easier to complete work (X2.10)	4,34	Very Good
Facilities and infrastructure create a sense of comfort at work (X2.11)	4,35	Very Good
Facilities and infrastructure is appropriate with needs (X2.12)	4,11	Good
Facilities and Infrastructure Variable Avg	4,22	Good

Source: Primary Data (2021)

Overall, the mean of facilities and infrastructure variables is 4.22 with good category. Thus, facilities and infrastructure can be maintained and improved, especially in the provision of facilities that are in accordance with the work needs of employees.

### 5.2.3. Budgeting System Variable Description

Question Items	Question Items Avg	Information
Involved in the preparation of the budget plan (X3.1)	3.47	Good
Knowing well the process in preparing the budget plan (X3.2)	3.39	Not Very Good
Involved in data collection in the preparation of finance estimates (X3.3)	3.60	Good
Collecting information needed in budget preparation (X3.4)	3.65	Good
Know my duties in budgeting (X3.5)	3.60	Good
Perform tasks well in budgeting (X3.6)	3.55	Good
Involved in budgeting (X3.7)	3.52	Good
Participate in budget preparation (X3.8)	3.34	Not Very Good
Is part of budget implementation (X3.9)	3.50	Good
Carry out duties as an employee in budget implementation (X3.10)	3.79	Good
Conduct a careful examination of each activity budget (X3.11)	3.82	Good
Evaluate in each implementation of the activity budget (X3.12)	3.73	Good
Budgeting System Variable Avg	3.58	Good

Overall, the average variable of the budgeting system is 3.58 with a good category. Thus, the budgeting system can be maintained and improved, especially in providing understanding to officials about the process in preparing estimates.

### 5.2.4. Financial Management Performance Variable Description

Question Items	Question Items Avg	Information
Knowing the work done (Y.1)	4,66	Very Good
Knowing the consequences of a job (Y.2)	4,45	Very Good
Complete the job carefully (Y.3)	4,37	Very Good
Work as effectively as possible (Y.4)	4,37	Very Good
Completing daily work for which he is responsible (Y.5)	4,55	Very Good
Not procrastinating my work (Y.6)	4,26	Very Good
Ability to manage work well (Y.7)	4,23	Good
Ability to work according to work-related rules (Y.8)	4,37	Very Good
Ability to work independently (Y.9)	3,73	Good
Not dependent on the help of people in completing the work (Y.10)	3,34	Not Very Good
Always ready to follow any policies related to work (Y.11)	4,31	Very Good
Work in accordance with work procedures (Y.12)	4,35	Very Good
Have a solution for every problem related to work (Y.13)	3,68	Good
Take initiative to complete work every day (Y.14)	4,35	Very Good
Easy to work with colleagues (Y.15)	4,34	Very Good
Always ready to work in a team according to leadership policies (Y.16)	4,42	Very Good
Financial Management Performance Avg	4.24	Good

Overall, the average budget management performance variable is 4.24 with good category. Thus, budget management performance can be maintained and improved, especially in problem solving training.

### 5.3. Regression Analysis

Based on the results of data processing using the SPSS tool, the coefficient value of the regression equation for the financial management performance of PTNBH Hasanuddin University was obtained. The regression equation of the variable components that drive the improvement of financial management performance is as follows:

$$Y = 18.936 + 0.903X1 + 0.304X2 + 0.062X3$$

Where:

Y = Financial management performance

X1 = HR Quality

X2 = Facilities and infrastructure

X3 = Budgeting system

The Rsquare value of the influence of the variable quality of human resources, facilities and infrastructure and the budgeting system on financial management performance is 0.665 (66.50%). The results of the regression analysis of the influence of top management (owner) support, ethical climate and career success on employee job satisfaction at Hasanuddin University are as shown in the following table.

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error				Beta
	(Constant)	18.936	5.059		3.743	.000
1	X1	.903	.217	.503	4.168	.000
	X2	.304	.109	.301	2.798	.007
	X3	.062	.069	.097	.905	.369

Source: Primary Data (2021)

Based on the table above, it could be concluded that:

a. The influence of the quality of human resources on the financial management performance of Hasanuddin University with a coefficient of influence of 0.903 with a sig value of 0.000 < 0.05. This shows that the variable quality of human resources has a significant effect on the performance of financial management. Therefore, the first hypothesis which says that the quality of human resources has a significant effect on the financial management performance of Hasanuddin University is **accepted**.

b. The influence of facilities and infrastructure on the financial management performance of Hasanuddin University with a coefficient of influence of 0.304 with a sig value of 0.007 < 0.05. This shows that the variables of facilities and infrastructure have a significant effect on the performance of financial management. Therefore, the first hypothesis which says that facilities and infrastructure has a significant effect on the financial management performance of Hasanuddin University is **accepted**.

c. The effect of the budgeting system on the financial management performance of Hasanuddin University with a coefficient of influence of 0.062 with a sig value of 0.369 > 0.05. This shows that the variable of the budgeting system has no significant effect on the performance of financial management. Therefore, the first hypothesis which says that the budgeting system has a significant effect on the financial management performance of Hasanuddin University is **rejected**.

## VI. DISCUSSION

### 6.1. Human Resources Quality Effects Towards Financial Management Performance

The results of testing the data as in chapter V are known that the quality of human resources has a significant and positive influence on the financial management performance of Hasanuddin University. This shows that the quality of human resources contributes in improving the performance of university financial management. The positive value of the coefficient of influence illustrates that the better the quality of human resources at Hasanuddin University in the financial sector, the better the performance of financial management. A positive relationship shows a direction that is in line with or in the same direction as the increase in the independent variable. The influence of the quality of human resources as part of encouraging the improvement of university financial performance. The quality of human resources in this research is measured by using indicators adopted from (Mathis, and Jackson, 2002) which focus on human resource capabilities within the company consisting of knowledge, ideas, skills, and competencies.

The results of this research are in line with research conducted by (Chang, Wang and Liu, 2016) by collecting data between employers and employees in the manufacturing industry in Taiwan, to measure the significance of human capital and its effect on increasing productivity.

### 6.2. Facilities and Infrastructures Effects Towards Financial Management Performance

Data management as described in the previous chapter shows that facilities and infrastructure have a significant and positive influence on the financial management performance of Hasanuddin University. This shows that the facilities and infrastructure contribute to improving the performance of university financial management. The positive value of the coefficient of influence illustrates that the better the facilities and infrastructure of Hasanuddin University in the financial sector, the better the performance of financial management.

The results of this research are in line with research conducted by (Windapo&Moghayedi, 2020) which provides evidence that means such as advanced technology have an impact on economic performance, as it lowers utility costs and reduces the time required for management decisions. Carthey, Chandra, & Loosemore, (2009) that UK infrastructure results in better risk and return trade-offs than UK property. Beauregard & Ayer, (2019) mentions that facility management (FM) utilizes to assist decision makers.

### 6.3. Budgeting System Effects Towards Financial Management Performance

The results of the research as described in the previous chapter that the budget system has no significant effect on financial management performance at Hasanuddin University. This does not mean that budgeting does not have an impact on university financial management, which is marked by a positive coefficient of influence in the sense of one direction. However, the statistical results did not show a significant

effect. It is necessary to understand that the budgeting system contained in universities, especially state universities, has its own well-structured budgeting guidelines. These guidelines become a “way” for management to prepare their budget for a certain period. In addition, universities or educational institutions have very different goals from organizations engaged in business (profit-oriented businesses), but focus on the educational service process. Research conducted by (Wang, 2018) states that performance reporting and management practices can improve performance budgeting. In addition, an understanding of how budget inputs are converted into budget outcomes is also important.

Thus, the budgeting system carried out by "not" universities means that it does not have an influence on financial management performance, but focuses on management performance in terms of openness of budget allocations for more efficient and effective use of finance and provides clear accountability.

## VII. CONCLUSION

### 7.1. Conclusion

Based on the results of the research as stated above, the conclusions in this research are as follows:

1. The quality of human resources has a significant effect on the performance of financial management
2. Facilities and infrastructure have a significant effect on financial management performance
3. The budgeting system has no significant effect on financial management performance

### 7.2. Research Limitations

The limitations of this research are as follows

1. The variables studied are limited to three aspects that affect the performance of financial management, namely the quality of human resources, facilities and infrastructure, and the budgeting system. Thus, it is necessary to look at other variables that can be variables that affect the performance of financial management.
2. Research is only conducted at Hasanuddin University
3. This research does not deepen the results of research, such as by conducting in-depth interviews with parties who have the ability to manage finance at the University

### 7.3. Suggestion

Based on the results and discussion, the research suggestions are as follows:

1. Improving university financial management is carried out by paying attention to aspects of resources, facilities and infrastructure, and budgeting systems.
2. Improving the quality of human resources can be done by providing educational positions in accordance with the field of work and having expertise related to work. Improving the function of facilities and infrastructure is carried out by providing facilities and infrastructure that are always stable in supporting work, and facilities and infrastructure in accordance with the needs of employees.
3. Improvements in budget management can be done by providing understanding to employees about the importance of teamwork in budget management and understanding about solving work problems so that employees are able to have solutions to every problem related to work
4. For the next research, add more independent variables by providing aspects of the purpose of budgeting, expanding the scope of research and providing a different methodological perspective in the field of university financial management (educational institutions)

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