

The Effect of Compensation Suitability, Situational Leadership Style, Effectiveness of the Supervisory Board and *Tri Hita Karana* Culture on The Tendency of Fraud in LPD

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ABSTRAK

Kecenderungan fraud pada LPD selama Pandemi Covid-19 seringkali disebabkan oleh beberapa faktor. Berdasarkan hal tersebut, maka penelitian ini bertujuan untuk menganalisis pengaruh kesesuaian kompensasi, gaya kepemimpinan situasional, efektivitas dewan pengawas, dan budaya Tri Hita Karana terhadap kecenderungan fraud pada LPD di era Pandemi Covid-19. Penelitian dilakukan dengan objek LPD di Kabupaten Gianyar, karena mengacu pada data LPLPD Provinsi Bali yang menunjukkan indikasi tingkat permasalahan kesehatan tertinggi di Kabupaten Gianyar. Sampel diambil dengan metode Slovin, dari 270 populasi diperoleh 161 sampel LPD. Data dikumpulkan dengan metode survei dan menggunakan responden dari manajemen, dewan pengawas, dan karyawan departemen keuangan di masing-masing sampel LPD. Dari 483 kuesioner yang didistribusikan, 385 (79,71%) dikembalikan dan 377 digunakan (97,92%). Data dianalisis menggunakan Multiple Regression Test. Hasil pengujian menunjukkan bahwa efektivitas dewan pengawas, gaya kepemimpinan situasional, dan budaya Tri Hita Karana berpengaruh negatif dan negatif terhadap kecenderungan fraud pada LPD di Era Pandemi COVID-19, sedangkan kesesuaian kompensasi tidak berpengaruh terhadap kecenderungan fraud di LPD di Era Pandemi COVID-19. Hal ini menunjukkan pentingnya peran badan pengawas, gaya kepemimpinan situasional dan budaya Tri Hita Karana dalam pencegahan Fraud di LPD.

ABSTRACT

The tendency of fraud in LPD during the Covid-19 Pandemic is often caused by several factors. Based on this, this study aims to analyze the effect of compensation suitability, situational leadership style, effectiveness of the supervisory board, and Tri Hita Karana culture on the tendency of fraud in LPD in the era of the Covid-19 Pandemic. The study was conducted with the object of LPD in Gianyar Regency, because it refers to Bali Province LPLPD data which shows indications of the highest level of health problems in Gianyar Regency. Samples were taken by the Slovin method, from 270 populations 161 LPD samples were obtained. Data were collected by survey method and using respondents from management, supervisory board, and employees of the finance department in each LPD sample. Of the 483 questionnaires distributed, 385 (79.71%) were returned and 377 were used (97.92%). Data were analyzed using Multiple Regression Test. The test results showed that the effectiveness of the supervisory board, situational leadership style, and Tri Hita Karana culture had a negative and negative effect on the tendency of fraud in LPD in the COVID-19 Pandemic Era, while the suitability of compensation did not affect the tendency of fraud in LPD in the COVID-19 Pandemic Era. This shows the importance of the role of supervisory bodies, situational leadership style and Tri Hita Karana culture in fraud prevention in LPD.

1. INTRODUCTION

The Village Credit Institution (LPD) is one of the financial institutions in the Province of Bali which was established based on the Decree (SK) of the Head of the Level I Region of Bali No. 972 of 1984, November 19, 1984 with the aim of encouraging the economic development of rural communities through targeted savings and effective distribution of capital, creating equity and employment opportunities for

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rural residents as well as creating purchasing power and facilitating payment and exchange traffic in the village. Currently, there are quite a number of similar financial institutions operating in Bali, such as Savings and Loans Cooperatives, Rural Banks (BPR), and one of the state-owned banks, namely Bank Rakyat Indonesia (BRI) which distributes People's Business Credit (KUR) to rural areas. In 2019 the number of LPDs in Bali compiled by the Bali Province LPLPDs as many as 1,435 with healthy, unhealthy, unhealthy conditions, some are even not operating anymore which have quite high numbers.

The rapid growth of LPDs in Bali on the one hand is accompanied by the emergence of various obstacles on the other hand, for example related to LPD governance, one of which arises as a result of weak human resources, leadership styles, or the culture adopted. The data collected by the Bali Province LPLPD in 2019 that the LPDs that were categorized as less healthy, unhealthy and not operating the most occurred in Gianyar Regency as many as 27.78 percent or 75 LPDs out of 270 LPDs, and the lowest was in Jembrana Regency. The existence of an unhealthy LPD condition can be caused by acts of fraud (fraud). The theory regarding fraud that explains the factors that trigger fraud is Crowe's fraud pentagon theory proposed by Crowe Howarth in 2011. The factors that trigger fraud consist of pressure, opportunity, rationalization, ability, and arrogance. Previous research stated that to reduce this opportunity factor it is important to increase the likelihood of detecting fraud as well as law enforcement (Handoyo, 2018; McGrath & Murphy, 2016).

The compensation provided by the company is also a factor that influences the occurrence of fraud. Compensation suitability is a sense of satisfaction with the results provided by the company to its employees or rewards commensurate with the work done either in the form of salary or wages (Jufrizen & Kandhita, 2021; Martínez-León et al., 2018). In order to maintain the continuity of the LPD, it is necessary a concept of local wisdom that supports this. The concept of local wisdom is Tri Hita Karana culture. The concept of Tri Hita Karana culture is a concept of harmonization of relationships that is always maintained by the Hindu community in Bali, including pawongan (human and human relations), Parahyangan (human and God relations), palemahan (human and environmental relations) which are sourced from the Baghawad Gita. The Tri Hita Karana concept is used because it is considered capable of creating a culture of honesty, openness, and assistance (creating a culture of honesty, openness, and assistance) and eliminating opportunities for fraud to occur.

Previous research has perfected Cressey's fraud triangle theory by adding elements of competence and arrogance. These two elements influence the occurrence of fraud, so this theory explains that fraud occurs because it is caused by five elements, including: (a) pressure (pressure); (b) opportunity (opportunity); (c) rationalization (rationalization); (d) competence (competence); and (e) arrogance. The newest element that causes fraud in the fraud pentagon theory is arrogance. Arrogance is a superior attitude that believes that he has more abilities than others that arise from arrogance and a weak conscience. This makes the perpetrators believe that their abilities are able to launch actions to commit fraud and protect themselves from sanctions that will be received.

The Fraud Triangle Theory according previous research stated that pressure factors also influence the occurrence of accounting fraud (Fitri et al., 2019; Homer, 2020). This pressure factor can come from financial pressure, position pressure or pressure from the leadership. One of the motivational theories, namely the expectancy theory, explains that with individual needs, it can be a motivation to work and there are also rewards expected from what is done, therefore giving appropriate compensation can increase a person's motivation to improve his performance in accordance with applicable rules. so that accounting fraud can be minimized. Compensation has a significant influence on fraudulent acts, giving inappropriate compensation will make employees have the urge to commit fraud in order to meet the needs and pressures they feel due to inappropriate compensation.

Previous research conducted which stated that the suitability of compensation had no significant effect on the existence of accounting fraud behavior (Gao & Brink, 2017; Steffensmeier et al., 2013). Previous research stated similar results which stated that the suitability of compensation has a significant negative effect on the potential for fraud by employees, where when the results obtained are not appropriate, it will encourage employee fraudulent actions (Nawawi & Salin, 2018; Sari et al., 2019). Similar research also stated that if the suitability of compensation has a negative effect on the tendency of accounting fraud in LPD at Mengwi District, Badung Regency (Natalia et al., 2020; Sukandia & Agung, 2022).

Situational leadership style is a leadership style that focuses on the appropriate level of maturity or relevant development of followers. This leadership style explains how a leader is able to adjust to the maturity of his subordinates and the company's work environment. The leadership style of a leader is very necessary in an organization because the progress of an organization depends on how well the leader can play his role so that the organization continues to live and develop. Previous research states that the effectiveness of a leadership depends on the situation (Ajefri, 2017; Pasaribu, 2021). If the style of a leader

is appropriate to the situation, then the style can be declared effective. But if the style taken by a leader is not appropriate, of course the style is not effective.

The ethical environment of an organization results from the aspect of leader style in achieving organizational goals, so that there is an influence between the ethical environment and internal control procedures that moderate the influence of organizational justice on employee fraud (Hou et al., 2019; Sharma et al., 2019). This is in line with previous research which stated that leadership style in an organization has no effect on ASN fraud (Indrapraja et al., 2021; Lestari & Tarjo, 2017). Similar research states that Leadership Style has a significant negative effect on the tendency for cash fraud to occur (Irwansyah & Zega, 2023; Murtanto et al., 2022). Effectiveness is a measure of the success or failure of an organization in achieving its goals even at a greater cost because here effectiveness only looks at whether a program or activity has achieved the goals that have been set (Cayford & Pieters, 2018; Manopo et al., 2019). Based on the Regional Regulation of the Province of Bali No. 3 of 2017, concerning the LPD, the internal supervisory body formed by Desa Pakraman which is tasked with supervising the management of the LPD is called Panureksa. Supervision carried out on LPD activities will affect the smooth operation of operations and can prevent deviations from errors that occur (Ben Saada, 2018; Nadham & Nahid, 2015). The supervisory body has the task of supervising the implementation of LPD activities so that irregularities and errors do not occur.

The results show that internal control has a significant effect on the tendency of accounting fraud (Putri & Irwandi, 2017; Setiawan, 2018). This is in line with previous research which shows that the effectiveness of internal control simultaneously has a negative effect on the tendency of fraud (Adelin & Fauzihardani, 2013; Sunaryo, 2019). This is also in accordance with similar research which states that the Effectiveness of the Supervisory Board has a negative effect on the existence of fraud (fraud) (Muna & Haris, 2018; Putra et al., 2019; Sulistyawati et al., 2023). Tri Hita Karana, etymologically formed from the words: tri which means three, hita means happiness, and karana which means cause or causes, can be interpreted as three harmonious relationships that lead to happiness. THK is a Balinese culture that is brought by individual workers, leaders, owners, and company founders in routine activities in their workplace (Ariyanto et al., 2017; Buchari & Wulanyani, 2021). Another explanation regarding the basic nature of Tri Hita Karana is also put forward by previous research which stated that the basic essence of Tri Hita Karana contains the understanding that the three causes of welfare stem from the harmonious relationship between humans and their God, humans and their natural environment, and humans and each other (Padet & Krishna, 2020; Sudiarta, 2021). The concept of Tri Hita Karana, by the Balinese people is formulated and implemented in the form of awig-awig. Awig-awig is in the form of a provision that regulates the manners of social life in society to realize a stable life order in society. The organizational culture has a negative effect on the tendency of fraudulent fraud, meaning that the higher the application of organizational culture, the lower the tendency for fraud to occur (Lestari & Tarjo, 2017; Wahyudi et al., 2022). In line with the previous research which states that organizational culture has a significant negative effect on fraud tendencies (Rustiarini et al., 2019; Sunarmo et al., 2020). Similar research stated that if the Tri Hita Karana Culture has a negative and significant effect on fraud) on the tendency of accounting fraud (fraud) in the Buleleng Regency Regional Apparatus Organization (Ervinia et al., 2021; Melisa et al., 2017).

This study aims to determine the effect of compensation suitability, situational leadership style, effectiveness of the Supervisory Board, and Tri Hita Karana culture on the tendency of Fraud in LPD in the Covid-19 Pandemic era, by taking the object of research in Gianyar Regency. LPD is a microfinance institution based on local wisdom called the Village Credit Institution (LPD) which is spread across all Traditional Villages in Bali. The reason for selecting objects in Gianyar Regency is based on data from the Bali Province LPLPD as of 2019 the number of LPDs classified as not operating, unhealthy, unhealthy and the largest proportion is in Gianyar Regency, which is 27.8%. This year is the initial year of research to examine how the influence of compensation suitability, situational leadership style, effectiveness of the Supervisory Board, and Tri Hita Karana culture on the tendency of Fraud in LPD by choosing objects in Gianyar Regency. In the following year, it will be carried out in other districts, especially those with the best LPD health levels, in order to find out what variables cause the health levels in the LPDs there to be better. The results of this study will also be used as study material in implementing the Tridharma in the form of community service to improve the health of LPDs in Bali Province. Thus, it is hoped that it will be able to support the Nangun Sad Kertih Loka Bali Governor Program.

2. METHODS

This study uses a quantitative approach in the form of associative, with the aim of knowing the effect of compensation suitability, situational leadership style, effectiveness of the supervisory agency and Tri Hita Karana culture on the tendency of fraud in the era of the covid-19 pandemic. This research was

conducted on all People's Credit Institutions located in each sub-district of Gianyar Regency, Bali Province. The object of this research is Fraud Tendency (Y) which is explained by Compensation Suitability (X₁), Situational Leadership Style (X₂), Effectiveness of Supervisory Board (X₃), and Tri Hita Karana Culture (X₄). The tendency of fraud is a deliberate detrimental action in order to obtain benefits or advantages by reporting financial statements that are not in accordance with actual conditions (Miati & Sutapa, 2021; Putra et al., 2019). The instrument used to measure the tendency to fraud consists of 15 statement items referring to SPAP section 316 (20018) using a 4 (four) point Likert scale. The indicators used are the tendency to manipulate, falsify, or change accounting records or supporting documents, the tendency to misrepresent or omit significant events, transactions, or information from the financial statements, the tendency to intentionally misapply accounting principles, the tendency to misrepresent financial statements due to theft (misuse/ embezzlement) of assets that makes the entity pay for goods/services that it does not receive and a tendency to misrepresent financial statements due to improper treatment of assets and accompanied by false records or documents and may involve one or more individuals among management, employees or third parties (Miati & Sutapa, 2021; Putra et al., 2019).

The suitability of compensation in this study was measured using indicators based on the compensation and motivation given by the company to employees, including salary eligibility, incentives, allowances, and work facilities. The situational leadership style variable is measured by indicators of directing, training, supporting, and delegating. The situational leadership style instrument in this study uses research with 5 statements measured using a 4 (four) point Likert scale. The indicators used are, directing, training, supporting, delegating. The effectiveness of the supervisory body is the ability of the supervisory body (internal auditor) to meet the LPD's expectations. The indicators used consist of independence, professional ability, scope of work, and the implementation of inspection activities which are measured using a 4 (four) point Likert scale.

Quantitative data used in this study is the value or score of answers given by respondents to the statements in the research questionnaire (scoring). The scoring used in this study is from 1 to 4. Scoring is used to measure the value of compensation suitability, situational leadership style, supervisory agency effectiveness, Tri Hita Karana culture, tendency to fraud. The qualitative data used in this study are questionnaire statements, the health of LPDs in Bali Province in 2017-2019 and health reports of LPDs in Bali as of 2019. The data in question are the answers given by respondents to the statements contained in the questionnaire. Secondary data in this study include health data for LPDs in Bali Province in 2017-2019 and health reports for LPD in Bali as of 2019. The population in this study were all Village Credit Institutions (LPD) in Gianyar Regency. The sample in this study was determined by a two-stage sampling technique (two-stage sampling). First, the determination of the regional sample using the Slovin formula because the data related to the operating LPDs are relatively homogeneous due to regulations issued by the Regional Government. Second, based on Slovin's results, the number of samples will be proportional to each sub-district in Gianyar Regency. The data collection method used in this study is a survey method with questionnaire and documentation techniques. The validity test is used to measure the validity or validity of a questionnaire (Ghozali, 2018). Testing the validity in this study using analytical techniques through the SPSS program. An information is said to be reliable if a measurement can provide consistent or stable results from time to time. The results of the reliability test with the help of SPSS will produce Cronbach alpha. If the Cronbach alpha value is more than 0.60 then the data can be said to be reliable (Ghozali, 2018). Multiple linear regression is a linear relationship between two or more independent variables and the dependent variable with the aim of estimating and/or predicting the population mean or the average value of the dependent variable based on the known value of the independent variable.

3. RESULTS AND DISCUSSIONS

Results

The rate of return of questionnaires on distributed questionnaires, is presented as in Table 1.

Table 1. Questionnaire Return Rate

Information	Amount
Distributed questionnaire (161 x 3)	483
Questionnaire that does not return	98
Returning Questionnaire	385
Incomplete questionnaire	8
Rate of Return (Response Rate) (385/483 x 100%)	79.71%
Usable rate (377/385 x 100%)	97.92%

An instrument in research is said to be valid if it is able to measure what it wants to measure. An instrument is said to be valid if it has a correlation coefficient between items and the total score in the instrument is greater than 0.30 with an Alpha error rate of 0.05. The results of testing the instruments on each variable in this study are valid and can be used to conduct research or test research hypotheses. This can be seen from the calculated r value which can be seen from the correlation coefficient value > critical r = 0.30.

Reliability test is a test used to meet the accuracy of the answers to the questionnaire from one period to another. An instrument is said to be reliable if Cronbach's alpha coefficient 0.70. Reliability test results shows Cronbach's alpha value for the Compensation Conformity variable 0.806, Cronbach's alpha value for the Situational Leadership Style variable 0.847, Cronbach's alpha value for the Supervisory Board Effectiveness variable 0.841, Cronbach's alpha value for the Tri Hita Karana Culture variable 0.901, and Cronbach's alpha value for the Fraud Tendency variable. 0.925. The results of the reliability test of all the instruments of this study showed that the value of Cronbach's alpha > 0.70, this means that the instrument used is reliable.

Testing the normality of the distribution of population data was carried out using the Kolmogorov-Smirnov statistic. When Asymp. Sig (2 tailed) > (0.05) then the data is said to be normally distributed. Kolmogorov-Smirnov Test. normality test results shows that all variables are normally distributed with a value of 0.175. The results of the normality test with the regression model show that the residual value is normally distributed so that it is said to be feasible to be tested.

Multicollinearity test results each variable has a VIF value below 10 and a tolerance value above 0.10 so it can be concluded that there is no multicollinearity relationship between the independent variables in this study. Heteroscedasticity testing was carried out with the Glejser test by looking at the significance value. If the significance value is above 0.05 then this regression model does not contain any heteroscedasticity. Heteroscedasticity test results shows the significance value of each independent variable is more than 0.05, so it can be concluded that the regression model in this study is free from heteroscedasticity. The calculation of multiple linear regression coefficients is carried out by regression analysis through SPSS 24 for Windows software, the results are presented in [Table 2](#).

Table 2. Multiple Linear Regression Analysis Results

Variable	Unstandardized Beta	Std. Error	T count	Sig. t test
Constant	72.042	1.971	36.544	0.000
Compensation Suit (X ₁)	-0.093	0.074	-1.252	0.211
Situational Leadership Style (X ₂)	-0.498	0.138	-3.623	0.000
Effectiveness of the Supervisory Body (X ₃)	-0.566	0.099	-5.737	0.000
Tri Hita Karana Culture (X ₄)	-1.047	0.101	-10,336	0.000

Based on the results of multiple linear regression analysis as presented in the table, multiple linear regression equations can be made as follows:

$$Y = 72.042 - 0.093X_1 - 0.498X_2 - 0.566X_3 - 1.047X_4$$

This test is useful to determine whether all independent variables (compensation suitability, situational leadership style, supervisory agency effectiveness, and Tri Hita Karana culture) affect the dependent variable (tendency to fraud). In this study, if the results of the F test indicate a significant F or P value < 0.05, the relationship between the independent variables significantly affects the tendency of fraud and the regression model used is considered worthy of the test. The results of the simultaneous test/F test are presented in [Table 3](#).

Table 3. Model Feasibility Test Results (Test F)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	21243.660	4	5310.915	106.421	0.000
Residual	12315.481	370	33.106		
Total	33559.141	376			

Based on the [Table 3](#), it can be seen that the significance value of the F test is 0.000, which is less than 5 percent (0.000 < 0.05). This means that the independent variables simultaneously affect the dependent variable at a significance level of 5 percent.

In this study, the coefficient of determination used is the adjusted value (R^2) because if a variable added to the model and the results are not significant, then the increase will not be too high. The results of the coefficient of determination test are presented in [Table 4](#).

Table 4. Results of the Coefficient of Determination Test (Adjusted (R^2) MRA)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.796	0.633	0.629	5.75379

Based on the [Table 4](#), it can be seen that the value of the Adjusted R Square is 0.629 or 62.9 percent, this means that the variation in the tendency of fraud is influenced by the suitability of compensation, situational leadership style, effectiveness of the supervisory body, and Tri Hita Karana culture. The remaining 37.1 percent is explained by variables not explained in this study.

In this study, a t-test was conducted to show the effect of all independent variables partially on the dependent variable. The results are presented in [Table 5](#).

Table 5. Hypothesis Test Results (t Test)

Variable	T count	Sig. t test
(Constant)	36.544	0.000
Compensation Suit (X_1)	-1.252	0.211
Situational Leadership Style (X_2)	-3.623	0.000
Effectiveness of the Supervisory Body (X_3)	-5.737	0.000
Tri Hita Karana Culture (X_4)	-10.336	0.000

Discussion

This shows that the higher the suitability of compensation has no effect on the tendency of fraud. This indicates that the suitability of compensation has no effect on increasing or decreasing the tendency of accounting fraud, especially in institutions such as LPD. The majority of LPD employees join LPD on the basis of a sense of kinship and devotion to their own village, this is what causes no matter how much compensation is given, the compensation tends to have no effect on accounting fraud. The results of this study support previous research which stated that the suitability of compensation has no significant effect on fraudulent behavior ([Ahriati et al., 2015](#); [Kuntadi et al., 2022](#); [Shintadevi, 2015](#)).

This shows that the better the situational leadership style, the less likely the tendency for fraud to be. An employee will tend to follow company rules when led by someone with the right leadership style ([Noviani et al., 2022](#); [Wahyudi et al., 2022](#)). This shows that if the LPD management has a leadership style that is able to adapt to the situation, the less likely the fraud will be, so that they are able to protect their subordinates. This is evident from the answers of respondents who stated that the leadership style in each LPD that became the research location was appropriate, this leadership style suitability made employees finally obey and minimized the occurrence of errors, both intentional and unintentional. The results of this study support the results of similar research which stated that situational leadership style has a negative and significant effect on fraud tendencies ([Fausta & Nelvirita, 2022](#); [Nurjanah & Setiawan, 2021](#); [Saputra et al., 2022](#)).

This shows that the better the effectiveness of the supervisory body, the lower the tendency for fraud to be. If the Supervisory Body carries out its supervisory function properly in accordance with the provisions in Perda no 3 of 2017 so that there is an adequate control mechanism in the operations of the LPD, the Fraud tendency will be suppressed. This is a reflection of the strong internal control system. A well-functioning supervisory body will enable management to be ready to face rapid economic changes, competition, shifting customer demand and restructuring for future progress ([Muna & Haris, 2018](#); [Putra et al., 2019](#); [Sulistiyawati et al., 2023](#)). If a company's internal control is weak, the possibility of errors and fraud is greater. Conversely, if the internal control is strong, then the possibility of fraud can be minimized. The results of this study support the results of previous research which state that the effectiveness of the Supervisory Board has a negative effect on fraud ([Ardiyanti & Supriadi, 2018](#); [Dewi & Anisykurlillah, 2021](#)).

This shows that the better the Tri Hita Karana culture, the less likely the tendency for fraud to be. The results of this study support similar research which state that if the suitability of compensation decreases, the chances of accounting fraud will increase ([Amelia & Rahmawati, 2021](#); [Indriastuti, 2016](#); [Nawawi & Salin, 2018](#)). Previous research also stated that the higher the application of Tri Hita Karana culture, the lower the tendency for accounting fraud (fraud) ([Saputra et al., 2022](#); [Saputra & Sanjaya, 2019](#)).

The results of this study contradict the similar research which states that the Tri Hita Karana culture influences the tendency of accounting fraud (Ervinia et al., 2021; Saputra, 2014).

4. CONCLUSION

The suitability of compensation has no effect on the tendency of fraud in the COVID-19 Pandemic Era, which indicates that the level of suitability of compensation has no effect on the tendency of fraud. Situational leadership style has a negative and significant impact on the trend of fraud in the COVID-19 Pandemic Era. This indicates that the better a person's situational leadership style is, the less likely it is that fraud will tend to be. The effectiveness of the Supervisory Board has a negative effect on the tendency of Fraud in the Era of the COVID-19 Pandemic. This means that the higher the effectiveness of the supervisory body, the tendency of fraud will tend to be lower. The Tri Hita Karana culture has a negative effect on the tendency of Fraud in the Era of the COVID-19 Pandemic, which indicates that the better the understanding of the Tri Hita Karana culture, the lower the tendency for fraud to be. The LPDs in Bali Province should pay more attention to the leadership style applied, the effectiveness of the Supervisory Board and the application of the Tri Hita Karana Culture in the COVID-19 Pandemic Era so as to reduce the occurrence of fraud in LPDs. Further research can examine other variables that can influence the tendency of fraud, for example using a civilized leadership style, the competence of the Supervisory Board, or can confirm the results of this study by selecting objects in other districts.

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