



# Transformation of Public Sector Behavioral Accounting: The Critical Role of HR in Preventing Financial Fraud Through Digitalization in Indonesia

Gaguk Apriyanto

University of Merdeka Malang  
Indonesia

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## ABSTRACT

*This research explores changes in behavioral accounting in the public sector, focusing on the role of human resources in preventing financial fraud through digitalization. Information technology is expected to increase transparency and accountability, as well as reduce fraud. Analysis of challenges and training of human resources are key to improving the integrity and efficiency of public financial management in Indonesia. Explores the critical role of human resources in the transformation of behavioral accounting in the Indonesian public sector and analyzes how digitalization can contribute to financial fraud prevention. To improve the integrity and transparency of public financial management in Indonesia through the role of HR and digitalization to prevent financial fraud.*

*The research approach is a mixed method, namely quantitative and qualitative methods with an interpretivist paradigm. The participants in this study were leadership elements in regencies and cities in East Java (N = 38). The transformation of behavioral accounting in the public sector in Indonesia is significantly influenced by the active role of human resources (HR) in adopting digital technology. Research has identified that HR training and competency development are key factors in preventing financial fraud, as they can improve oversight capabilities and enable more transparent financial reporting. Furthermore, digitalization has proven effective in strengthening the accountability and efficiency of public financial management. These findings also underscore the importance of organizational support and policies that support digital transformation to achieve optimal results in preventing financial fraud. The practical implications of this research indicate that government agencies need to integrate human resource (HR) training and development into their digitalization strategies to enhance their oversight and financial fraud risk mitigation capabilities.*

*This research contribution develops a framework that links behavioral accounting transformation, the role of HR, and digitalization to prevent financial fraud and increase public financial transparency.*

**Keywords:** Behavioral Accounting, Digitalization, Financial Fraud, Governance, Human Resources, Public Sector.

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## 1. INTRODUCTION

The transformation of behavioral accounting in the Indonesian public sector is becoming increasingly important as demands for transparency and accountability in financial management increase. In this context, digitalization offers opportunities to improve reporting and oversight systems, but the success of such transformation depends heavily on the behavior and skills of the human resources (HR) involved (Azadi, 2021; Camilli et al., 2025). Research shows that a deep understanding of behavioral accounting—which emphasizes the role of human behavior in decision-making—is key to preventing financial fraud.

The role of HR in implementing behavioral accounting is crucial for the effectiveness of financial oversight and reporting. Adequate digital skills, along with a strong work ethic, are prerequisites for ensuring that technology can be optimally utilized in public management practices (Batt, 2014; Snell et al., n.d.; Wright et al., n.d.). However, challenges in technology adoption and understanding behavioral accounting principles often hinder successful integration and can increase the risk of financial fraud. Therefore, it is important to explore the behavioral factors that influence the success of this transformation.

Through this research, we aim to provide deeper insights into how HR can adapt and play an active role in the digitalization process to improve behavioral accounting in the public sector (Gillenkirch, 2018; Healy, 1998; Thaler,

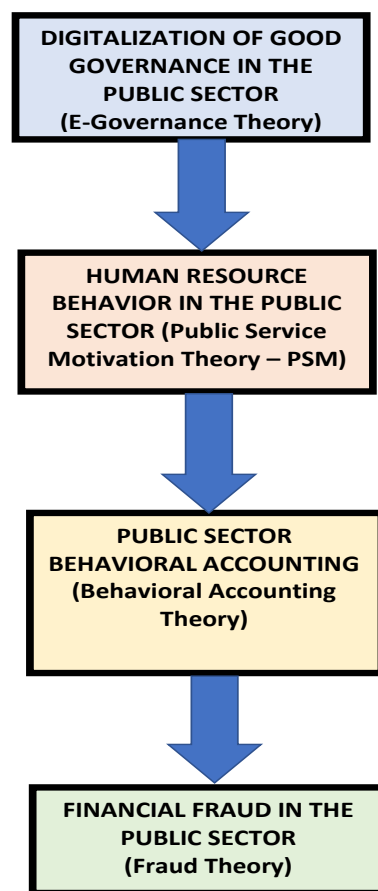
1999). By identifying the challenges faced and recommending effective capacity building strategies, this research is expected to contribute to strengthening a more transparent and accountable financial management system, as well as reducing the incidence of financial fraud in Indonesia.

### Research purpose

Explores the critical role of human resources in the transformation of behavioral accounting in the Indonesian public sector and analyzes how digitalization can contribute to financial fraud prevention..

## 2. LITERATURE REVIEW

The transformation of behavioral accounting in the public sector is becoming increasingly relevant in the digital era, where technology can enhance transparency and accountability. The role of competent human resources (HR) in utilizing digital innovation is crucial to preventing financial fraud and ensuring effective public resource management in Indonesia (Batt, 2014; Chen & Huang, 2009; Jackson & Schuler, 1995). This can be illustrated visually as follows:



**Figure 1: Theoretical Framework**

The figure above illustrates the sequential relationship between digitalization of public sector governance, human resource behavior, behavioral accounting, and financial fraud prevention efforts. This relationship demonstrates that the implementation of digital technology and changes in human resource behavior significantly contribute to accountability and transparency in public financial management (Kehoe & Wright, 2016; Luthans et al., 2010). The author will explain each component in detail to provide a deeper understanding of their respective roles in preventing financial fraud in the public sector.

### 2.1. Digital Transformation in the Indonesian Public Sector

Digital transformation in the Indonesian public sector is a crucial step to increase efficiency and transparency in public services. Through the use of information and communication technology (ICT), the government is striving to improve administrative processes, minimize bureaucracy, and increase the accessibility of public services. This initiative includes the development of an e-government system that enables better interaction between the government

and the public and facilitates data-driven decision-making. Digital transformation is expected to make public services more responsive and accountable, meeting the evolving needs of the public (Kamolov & Konstantinova, 2017; Mitteregger et al., n.d.; Mulyawati et al., 2025).

However, digital transformation also faces various challenges, such as limited technological infrastructure, a digital skills gap among civil servants, and resistance to changes in organizational culture. To address these challenges, it is crucial for the government to invest in human resource training and strengthen its information technology infrastructure. Furthermore, collaboration between various stakeholders, including the private sector and civil society, is essential to creating an ecosystem that supports sustainable digital transformation (Prayitno, 2025; Science, 2021). This way, the Indonesian public sector can optimize the potential of technology to improve service quality and meet public expectations.

## **2.2. The Role of Behavioral Accounting in the Public Sector**

The role of behavioral accounting in the public sector is crucial for improving organizational performance and decision-making effectiveness. Behavioral accounting studies the relationship between human behavior and accounting systems, as well as how psychological factors influence resource management. In the public sector context, behavioral accounting helps governments and public institutions understand how employees and stakeholders interact with accounting information (Camilli et al., 2025; Gillenkirch, 2018; Grinblatt et al., 2004). This enables organizations to design systems that are more effective and responsive to public needs, while also promoting accountability and transparency in the use of public funds.

Furthermore, behavioral accounting contributes to the development of better strategies to motivate employees and improve organizational performance. By understanding the factors that influence employee behavior, management can design more targeted incentive and training programs. Furthermore, behavioral accounting provides valuable insights in identifying potential risks and challenges that public institutions may face. Thus, the application of behavioral accounting principles can improve the effectiveness of public resource management and create a more productive and responsive work environment (Healy, 1998; Singh, 2021).

## **2.3. The Critical Role of HR in Digitalizing Corporate Governance**

The role of human resources (HR) in the digitalization of corporate governance is crucial to ensuring the successful implementation of new technologies and digital systems. HR not only functions as technology users but also as agents of change, capable of adapting and integrating technology into business processes. Employees' digital skills are a key factor in maximizing the potential of information and communication technology (Batt, 2014; Chen & Huang, 2009; Jackson & Schuler, 1995). HR training and skills development are essential steps to equip them with the knowledge necessary to operate digital systems and facilitate a smooth transition to a more efficient and innovative work environment.

Furthermore, HR also plays a role in building an organizational culture that supports digitalization. Employees who have a good understanding of the benefits and challenges of digitalization can influence their colleagues to embrace the change. Effective communication and employee engagement in the digitalization process are crucial to reducing resistance to change. Managers and leaders must be able to create an environment that motivates employees to actively participate in digital initiatives (Kehoe & Wright, 2016; Luthans et al., 2010; Monks, 2018). Thus, the role of HR goes beyond workforce management to include developing a culture of innovation that supports the success of digitalization of corporate governance.

## **2.4. Transformation of Public Sector Behavioral Accounting: The Role of Human Resources in Preventing Financial Fraud Through Digitalization in Indonesia**

The Transformation of Public Sector Behavioral Accounting: The Role of Human Resources in Preventing Financial Fraud Through Digitalization in Indonesia reflects the importance of behavioral accounting in the public sector context, particularly in efforts to prevent financial fraud (Insights et al., 2024; Kingsley, 2015; Liyana et al., 2021). Behavioral accounting examines the interaction between human behavior and accounting systems, recognizing that accounting decisions are influenced not only by numbers and reports, but also by psychological and social factors.

In the public sector, where transparency and accountability are crucial, this transformation is crucial to ensure that public resources are managed properly and are not misused.

Digitalization is a powerful tool in supporting this transformation. By implementing digital technologies, such as cloud-based accounting information systems and data analytics, the public sector can improve internal controls and minimize the risk of fraud. Well-trained and competent human resources in utilizing these technologies will play a key role in creating a more transparent and accountable environment. Therefore, investment in human resource capacity development, both through training and education, is essential to driving the success of digitalization and preventing financial fraud in Indonesia (Liyana et al., 2021; Tjakrawala, 2025; Umar, 2020).

### **3. METHOD**

#### **3.1. Research Design**

This research design focuses on an in-depth understanding of the transformation of public sector behavioral accounting in the digitalization of GCG practices developing within the context of human resource and environmental policies in 38 regencies and cities in East Java Province, Indonesia. This research article adopts mixed methods research (MMR) as its methodological approach. An exploratory sequential design was chosen (Creswell, 2004). The rationale for selecting an exploratory sequential MMR design is to enable academics to produce a comprehensive, diverse, and balanced picture, from various perspectives and theoretical lenses, regarding the issues of behavioral accounting transformation in the public sector, digitalization of public sector governance, the important role of human resources, and preventing public sector financial fraud in Indonesia. MMR is most appropriate for exploring complex research phenomena from multiple perspectives due to its ability to present complementarity, comprehensiveness, and a mix of data collection and analysis procedures.

This research project follows two distinct methodological approaches: quantitative research in the first part and qualitative research in the second part. This research adheres to ethical standards across both quantitative and qualitative research strands. Ethical considerations were maintained in both the quantitative and qualitative phases of the research, including obtaining approval from the 38 participating regencies and cities in East Java Province, Indonesia, and obtaining informed consent from participants, as described by (Creswell, 2004).

The research began with data collection through documentation, followed by the development of a questionnaire designed to gather data on the transformation of public sector behavioral accounting, the digitalization of public sector governance, the critical role of human resources, and preventing public sector financial fraud in Indonesia. This questionnaire will be administered to leadership across the 38 regencies and cities in East Java Province, Indonesia. Qualitative data will be analyzed using a thematic approach to identify emerging patterns and issues.

Quantitative data were collected through documentation from the 38 regencies and cities in East Java Province, Indonesia, while the questionnaire was administered to 38 leadership across the 38 regencies and cities in East Java Province. That probability sampling and sample size do not play a major role in sample selection for qualitative strands; the most important thing is to conduct an in-depth investigation of the research phenomenon and the issues or research questions related to the research (Creswell, 2004). Tabulated secondary data on the transformation of public sector behavioral accounting and governance were analyzed descriptively and quantitatively. Meanwhile, primary data obtained from distributing questionnaires to 38 leadership elements were analyzed qualitatively through thematic analysis using NVivo software version 14. The themes consisted of the transformation of public sector behavioral accounting, digitalization of public sector governance, the important role of human resources, and preventing public sector financial fraud in Indonesia. The results of the quantitative data analysis were then further deepened with qualitative data analysis, which is discussed in the 'Results' section of this article.

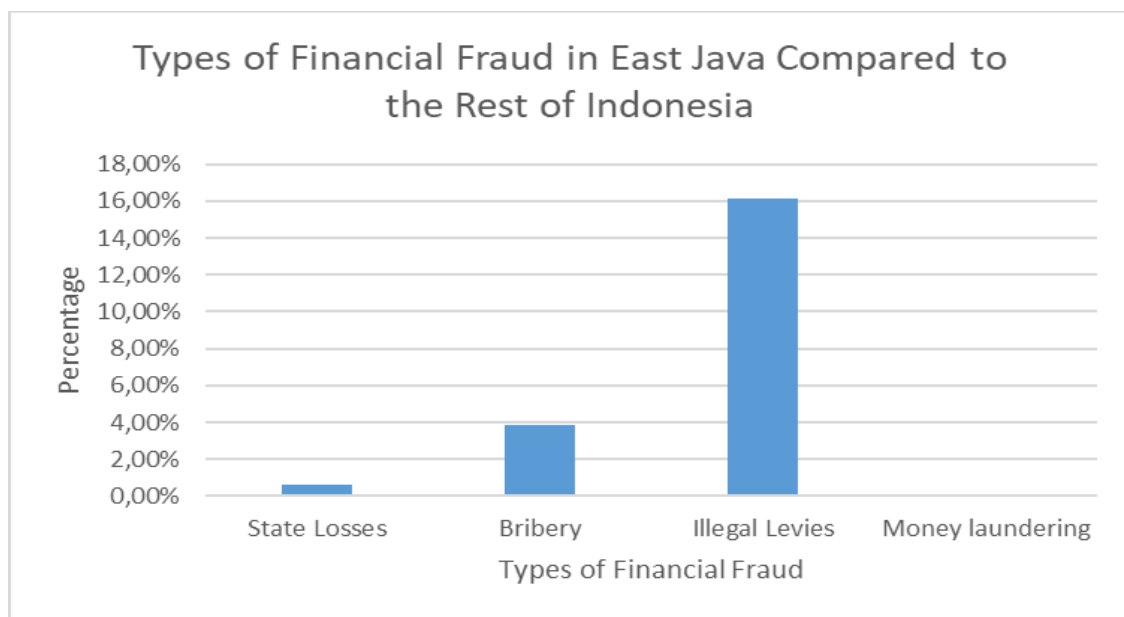
#### **3.2. Ethical considerations**

Ethics approval for this study was obtained from the Research Ethics Committee of Merdeka University Malang (No. B. 362 ILPPMIUM/XIU2024). The researchers adhered to ethical considerations due to the nature of the research involving human participants. They complied with the 2013 Personal Information Protection Act by ensuring no harm was caused, informed consent was obtained prior to the commencement of the study, and participant privacy was respected and upheld. The electronic survey was also answered anonymously, further ensuring participant confidentiality. Transcribed data was securely stored in password-protected files, and only the researchers had access

to these files for coding. The following section presents results related to participants' impressions of their roles as leaders in their institutions.

#### 4. RESULTS

The results of a quantitative descriptive analysis based on tabulated data on financial fraud in 38 regencies and cities in East Java show significant patterns and trends, reflecting the prevalence and variations in financial fraud cases across regions. This analysis provides in-depth insights into the factors influencing fraud and demonstrates the urgent need for more effective prevention strategies. The following tabulated data and histogram visualizations provide information on the percentage of financial fraud in 38 regencies and cities in East Java, compared to the total number of financial fraud cases throughout Indonesia. Overall, there were 64 cases of financial fraud in several regencies and cities in East Java.



**Figure 2: Types of Financial Fraud in East Java Compared to Other Regions in Indonesia**

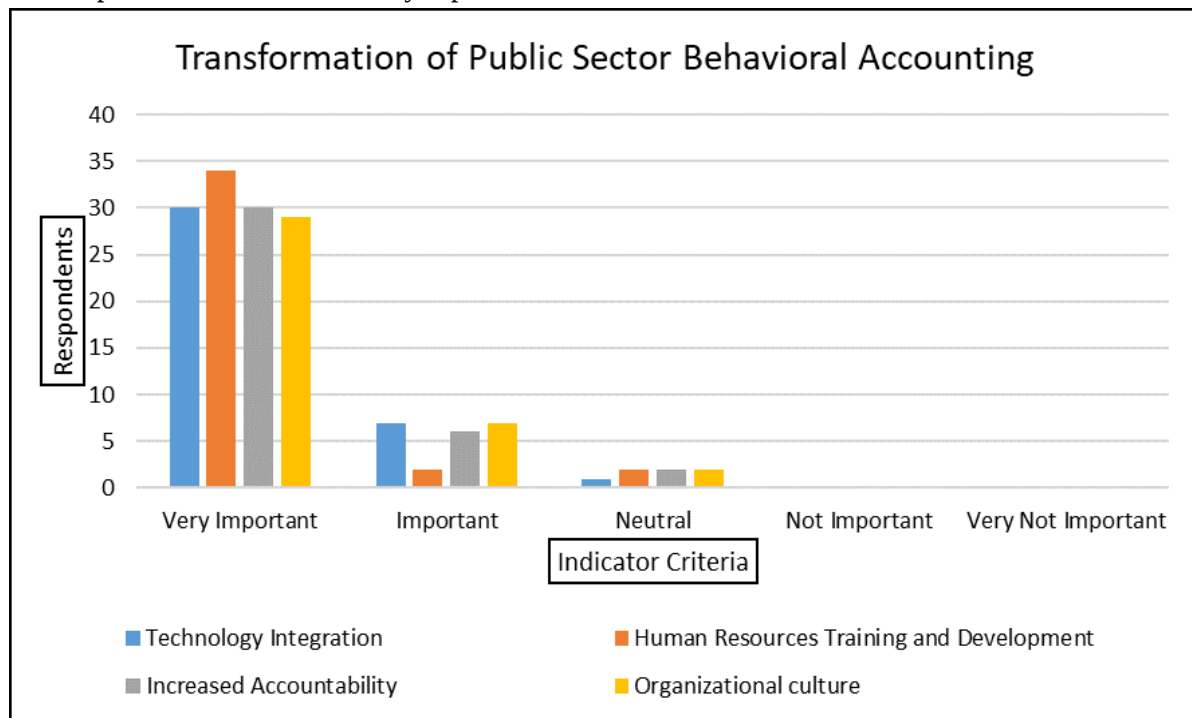
A quantitative analysis of financial fraud cases in 38 regencies and cities in East Java shows that extortion cases dominate, accounting for 16.13% of the national total. This figure reflects serious issues in the integrity of public financial management at the local level, indicating gaps in the oversight and control systems that need to be addressed. Meanwhile, bribery cases, which reached 3.87% and state losses at 0.61%, indicate that, although these figures are lower, both remain significant concerns in efforts to improve financial governance and prevent further fraud.

The absence of money laundering cases in this region is also interesting to note, as it may reflect the effectiveness of existing prevention policies or perhaps inaccuracies in reporting. This data illustrates the need for a more holistic approach to addressing financial fraud, including increased training and awareness among human resources regarding the importance of transparency and accountability (Hyv & Risius, 2016; Imam, 2021; Insights et al., 2024). Therefore, a focus on strengthening human resource capacity and a stricter oversight system will be crucial steps to address this challenge and ensure better financial management in East Java.

The results of the qualitative analysis aim to deepen understanding of the previously obtained quantitative findings. Using NVivo version 14 software, researchers identified four main themes: first, Transformation of Public Sector Behavioral Accounting, which highlights the paradigm shift in financial management; second, Public Sector Behavioral Accounting and the Critical Role of Human Resources, which emphasizes the importance of human resources in effective accounting implementation; third, The Critical Role of Human Resources in Realizing Good Governance Digitalization, which describes how HR competencies support the digitalization process; and fourth, Good Governance Digitalization to Prevent Financial Fraud, which highlights the relationship between technology and fraud prevention (Bhatia, 2025; Branet & Hategan, 2024; Enoch, n.d.). An in-depth analysis of each of these themes will provide more comprehensive insights into the challenges and opportunities in efforts to prevent financial fraud in the public sector.

### Theme 1: Behavioral Accounting Transformation in the Public Sector

Behavioral accounting transformation in the public sector encompasses changes in how organizations understand and manage the interaction between accounting systems and individual and group behavior (Azadi, 2021; Camilli et al., 2025). In this context, this transformation aims to increase efficiency, transparency, and accountability in the management of public resources. Some key aspects of this transformation include:

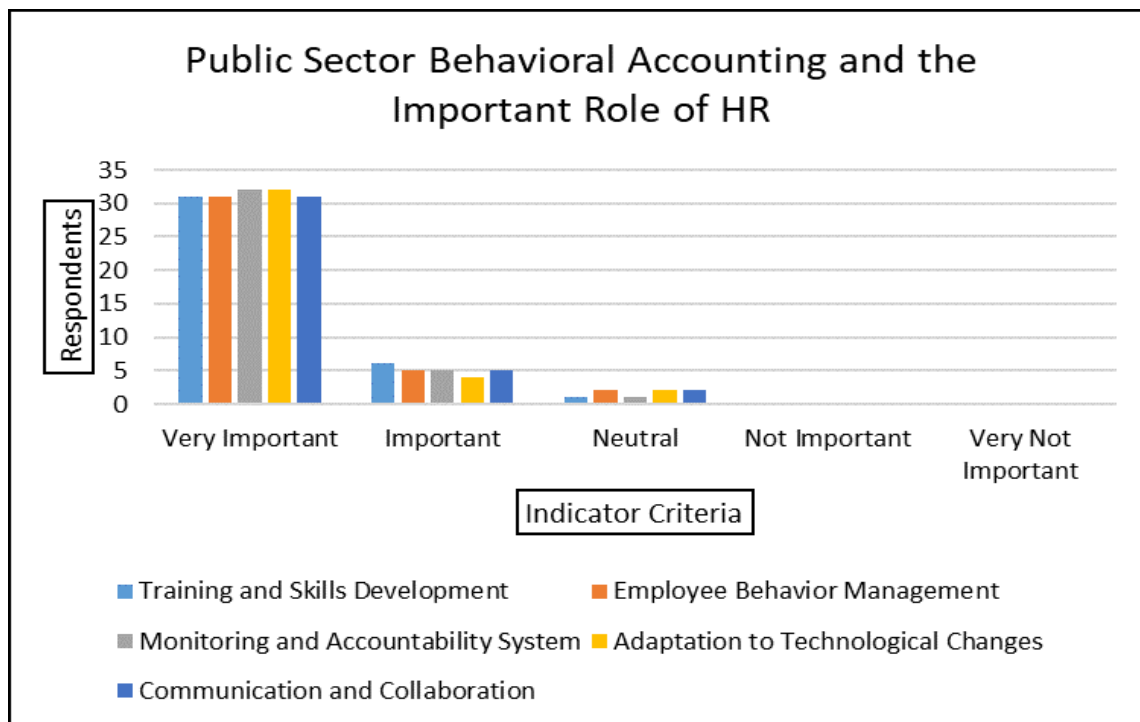


**Figure 3: Transformation of Public Sector Behavioral Accounting**

In the context of this research, the role of behavioral accounting transformation is crucial in encouraging the implementation of good governance digitalization practices to prevent financial fraud. Responses to a questionnaire from 38 leaders found that behavioral accounting transformation plays a key role in encouraging the implementation of good governance digitalization practices. Most respondents emphasized that the development of behavioral accounting transformation is crucial to prevent financial fraud (Kurniawan, 2017). The results of the questionnaire distributed to 38 leaders showed that respondents stated that behavioral accounting transformation in the public sector is crucial in relation to the implementation of good governance digitalization to prevent financial fraud. In detail, this includes Technology Integration (78.95%), HR Training and Development (89.47%), Increased Accountability (78.95%), and Organizational Culture (76.32%). Those who stated that behavioral accounting transformation in the public sector was important reported the following details: Technology Integration (18.42%), Human Resource Training and Development (5.26%), Enhanced Accountability (15.79%), and Organizational Culture (18.42%). Meanwhile, those who were neutral stated Technology Integration (2.63%), Human Resource Training and Development (5.26%), Enhanced Accountability (5.26%), and Organizational Culture (5.26%). This is in line with previous research showing that behavioral accounting transformation in the public sector can increase the effectiveness of good governance digitalization practices and prevent financial fraud (Gillenkirch, 2018; Grinblatt et al., 2004; Healy, 1998).

### Theme 2: Behavioral Accounting in the Public Sector and the Important Role of Human Resources

In the context of behavioral accounting in the public sector, there are several important aspects related to the role of human resources (HR):



**Figure 4: Public Sector Behavioral Accounting and the Important Role of HR**

In the context of this research, Public Sector Behavioral Accounting and the vital role of Human Resources (HR) are crucial in driving the implementation of good governance digitalization practices to prevent financial fraud. Analysis of questionnaires distributed to 38 leadership elements revealed that respondents strongly emphasized the importance of both aspects. A significant majority of respondents indicated that Behavioral Accounting and the role of HR are fundamental to the effective implementation of digitalization to avoid potential financial fraud (Wright et al., n.d.; Youssef & Luthans, 2007)

Specifically, the results show that Training and Skills Development and Employee Behavior Management each received 81.58% support. Meanwhile, Oversight and Accountability Systems and Adaptation to Technological Change each received 84.21% support, demonstrating awareness of the importance of these elements. Communication and collaboration also received significant attention, with 81.58% of respondents agreeing with their role. Furthermore, those who considered behavioral accounting transformation important cited Training and Skills Development (15.79%) and other elements supporting the implementation of digitalization. On the other hand, neutral respondents gave lower scores in each category, indicating the need for greater attention in this aspect. This finding aligns with previous research showing that behavioral accounting transformation in the public sector can improve the effectiveness of digital governance practices and prevent financial fraud (Perry, 2020; Press, 2010; Snell et al., n.d.).

### **Theme 3: The Critical Role of Human Resources in Achieving Good Digital Governance**

The role of human resources (HR) is crucial in realizing good digital governance. Here are some aspects of how HR contributes to this process:

In the context of this research, the crucial role of Human Resources (HR) in realizing good digital governance is crucial in encouraging the implementation of effective digitalization practices to prevent financial fraud. Analysis of questionnaires sent to 38 leaders indicates that HR plays a significant role in implementing good digitalization practices. Most respondents emphasized that HR's contribution to digital governance is vital in preventing financial fraud (Insights et al., 2024; Kingsley, 2015; Liyana et al., 2021).

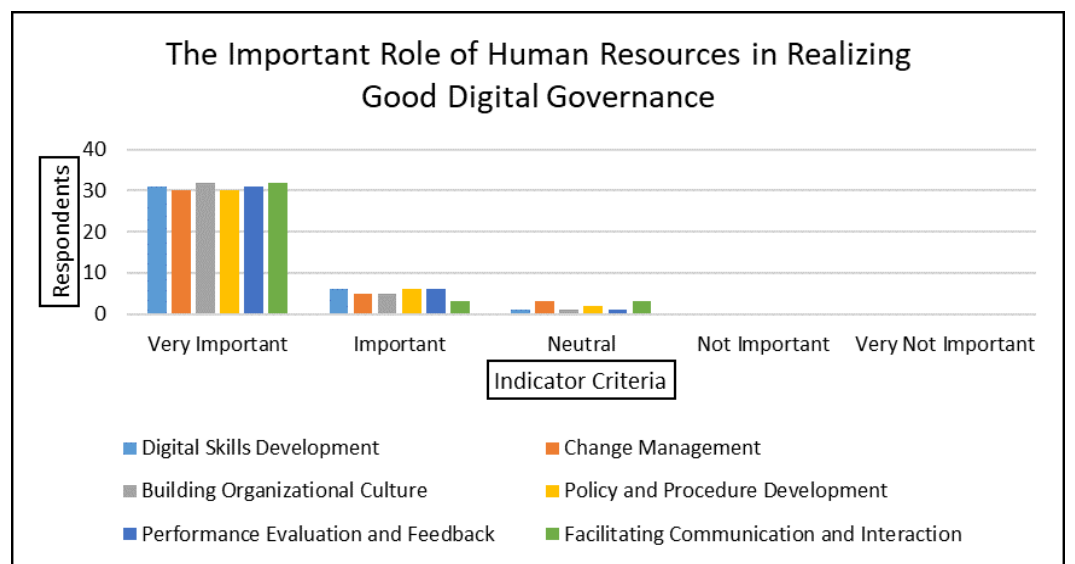


Figure 5: The Important Role of HR in Realizing Digital Governance

The detailed questionnaire results indicate that aspects such as Digital Skills Development (81.58%), Change Management (78.95%), Building Organizational Culture (84.21%), Policy and Procedure Development (78.95%), Performance Evaluation and Feedback (81.58%), and Facilitating Communication and Interaction (84.21%) were considered very important by respondents. Furthermore, those who considered the role of HR in digital governance important stated the following breakdown: Digital Skills Development (15.79%), Change Management (13.16%), Building Organizational Culture (13.16%), Policy and Procedure Development (15.79%), Performance Evaluation and Feedback (15.79%), and Facilitating Communication and Interaction (7.89%). Meanwhile, respondents who were neutral gave lower scores for each category, reflecting the need for greater attention to these aspects. These findings align with previous research showing that the important role of HR in realizing good digital governance can contribute significantly to preventing financial fraud (Enoch, n.d.; Hyv & Risius, 2016).

Theme 4: Digitalization of Good Governance to Prevent Financial Fraud

Here are some important aspects of digitalization of good governance to prevent financial fraud:

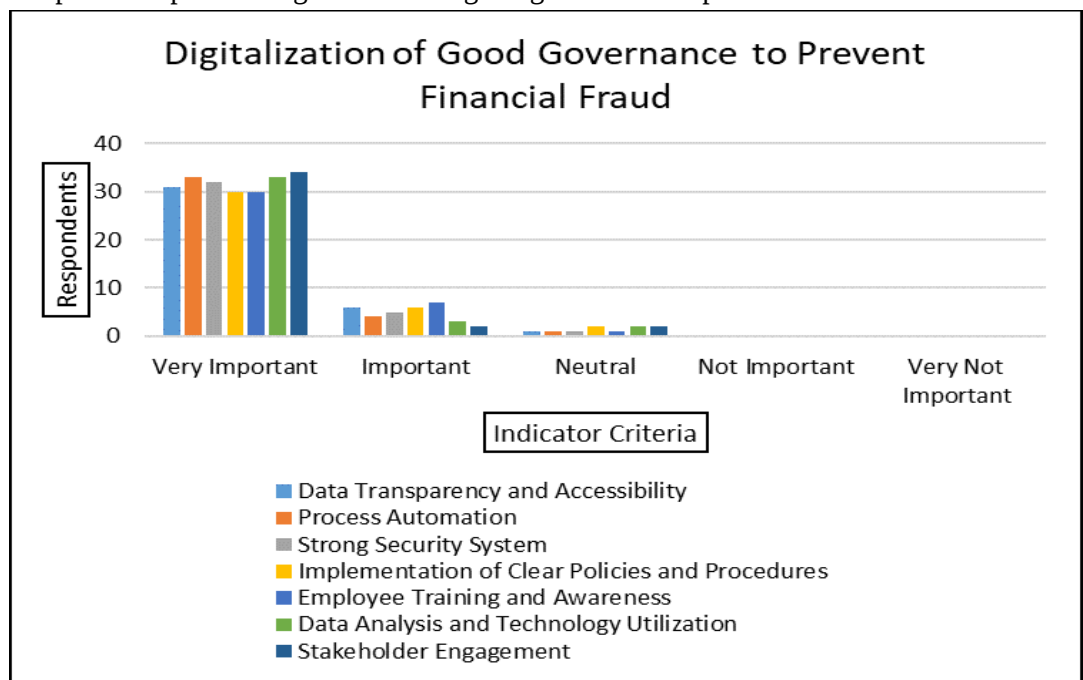


Figure 6: Digitalization of Good Governance to Prevent Financial Fraud

In the context of this research, Good Governance Digitalization to Prevent Financial Fraud is crucial in encouraging the implementation of good governance digitalization practices to prevent financial fraud. Responses to a questionnaire from 38 leaders found that Good Governance Digitalization to Prevent Financial Fraud plays a key role in encouraging the implementation of good governance digitalization practices. Most respondents emphasized the role of HR in implementing Good Governance Digitalization to Prevent Financial Fraud (Imam, 2021; Insights et al., 2024). The results of the questionnaire distributed to 38 leaders showed that Good Governance Digitalization to Prevent Financial Fraud is crucial. In detail, these include Data Transparency and Accessibility (81.58%), Process Automation (86.84%), Strong Security Systems (84.21%), Implementation of Clear Policies and Procedures (78.95%), Employee Training and Awareness (78.95%), Data Analysis and Technology Utilization (86.84%) and Stakeholder Engagement (89.47%). Those who stated that the Important Role of HR in Realizing Good Governance Digitalization is important, reported in detail as follows: Data Transparency and Accessibility (15.79%), Process Automation (10.53%), Strong Security Systems (13.16%), Implementation of Clear Policies and Procedures (15.79%), Employee Training and Awareness (18.42%), Data Analysis and Technology Utilization (7.89%) and Stakeholder Engagement (5.26%). While those who were neutral stated, Data Transparency and Accessibility (2.63%), Process Automation (2.63%), Strong Security Systems (2.63%), Implementation of Clear Policies and Procedures (5.26%), Employee Training and Awareness (2.63%), Data Analysis and Technology Utilization (5.26%) and Stakeholder Engagement (5.26%). This is in line with previous research showing that Good Governance Digitalization to Prevent Financial Fraud (Insights et al., 2024; Kingsley, 2015; Liyana et al., 2021).

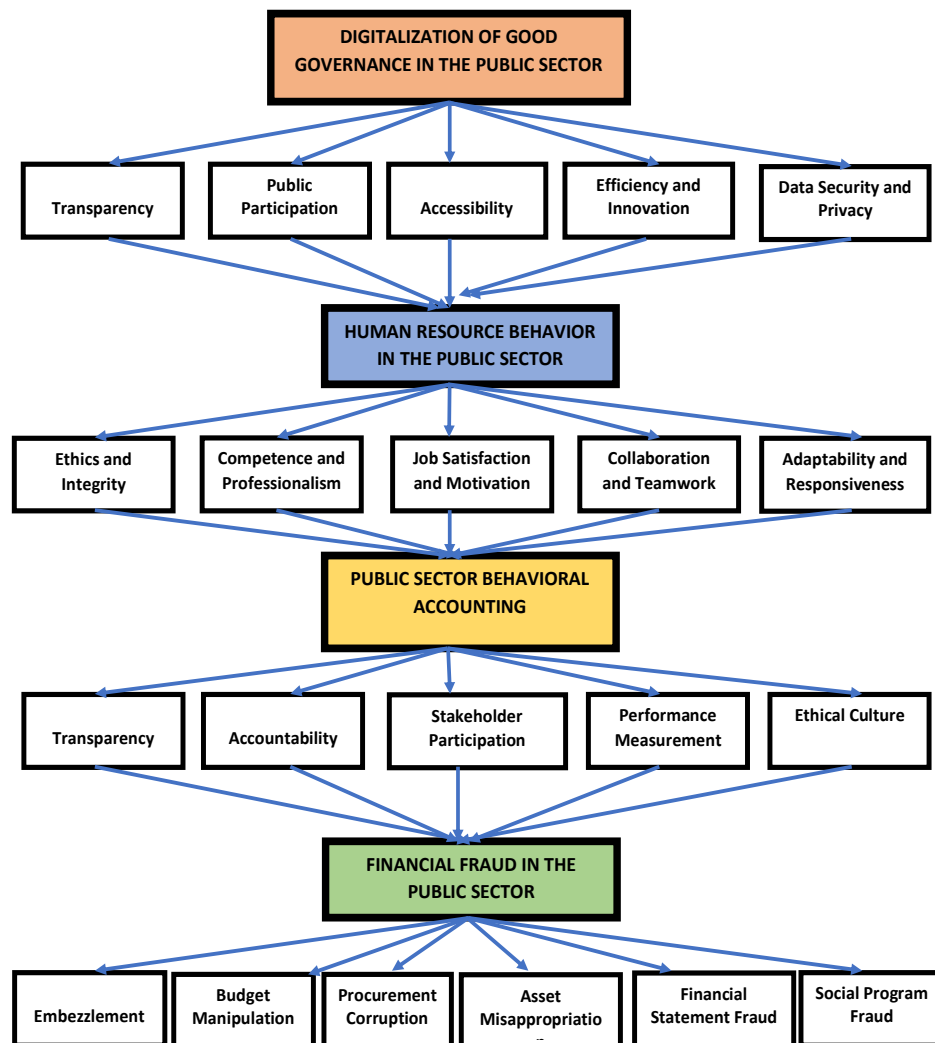
## **5. DISCUSSION**

In the context of this research, behavioral accounting transformation plays a crucial role in supporting the implementation of good governance digitalization practices, which aim to prevent financial fraud. The results of a questionnaire completed by 38 leaders indicated that the majority of respondents believed that developing this transformation was crucial. Key points identified included technology integration, human resource (HR) training and development, increased accountability, and organizational culture. This finding aligns with previous research suggesting that behavioral accounting transformation can enhance the effectiveness of governance digitalization and reduce the risk of financial fraud (Azadi, 2021; Camilli et al., 2025; Gillenkirch, 2018).

Furthermore, respondents who emphasized the importance of behavioral accounting transformation also provided details regarding the contribution of each factor. For example, they stated that technology integration was very important, while 5.26% cited HR training and development. This indicates that there is variation in respondents' perceptions regarding elements that support strengthened governance (Cat, 2025; Details, 2021). Conversely, respondents who were neutral indicated that each factor had a minimal influence, with a low percentage. This analysis reflects an awareness of the need for transformation, but also highlights implementation challenges that must be addressed to effectively achieve the goal of financial fraud prevention.

Furthermore, respondents recognized the crucial role of human resources in realizing good governance digitalization. They highlighted aspects such as digital skills development, change management, and oversight and accountability systems as key to driving successful digitalization (Grove et al., 2018; Introduction et al., 2022; Kamolov & Konstantinova, 2017). These results indicate that successful financial fraud prevention relies heavily on the ability of human resources to adapt to new technologies and implement effective policies. Therefore, collaboration between behavioral accounting transformation and strengthening human resource capacity is crucial in creating a transparent and accountable environment in the public sector, which is expected to minimize the risk of financial fraud.

The following figure illustrates the sequential relationship between good governance digitalization in the public sector, human resource behavior, behavioral accounting, and financial fraud, which together create a framework for understanding the dynamics and challenges in public financial management.



**Figure 7: Transformation Of Public Sector Behavioral Accounting: The Critical Role Of Hr In Preventing Financial Fraud Through Digitalization In Indonesia**

The figure above illustrates that technology integration in behavioral accounting in the public sector is a crucial first step, as advances in information technology enable faster and more accurate data processing. The use of advanced accounting software can improve reporting transparency and responsiveness to user needs (Monks, 2018). However, this transformation requires adequate training and human resource (HR) development support; training programs focused on behavioral accounting are essential to enhance employees' understanding of how their behavior impacts the management of accounting information, as well as to equip them with the necessary technical and soft skills (Press, 2010; Snell et al., n.d.; Wright et al., n.d.). Furthermore, increased accountability in public budget management relies heavily on the application of behavioral accounting principles, where strengthened oversight mechanisms enable public organizations to manage resources efficiently and transparently, thereby enhancing public trust. An organizational culture that supports openness and participation is also a key factor in encouraging the implementation of these principles, with HR involvement fostering an innovative and collaborative work environment. In this context, oversight and accountability systems must be strengthened through the development of clear policies and data-driven performance evaluation systems, with HR playing a role in formulating data security policies and standard operating procedures (SOPs) that ensure regulatory compliance (Jackson & Schuler, 1995; Kehoe & Wright, 2016; Luthans et al., 2010). By leveraging technology for data analysis and real-time transaction monitoring, organizations can detect potential fraud early, and all of this must be supported by training that emphasizes the importance of ethics and integrity, creating a culture that ensures every employee contributes to transparent and accountable financial management (Batt, 2014; Chen & Huang, 2009).

## 6. CONCLUSION AND RECOMMENDATIONS

### 6.1. Conclusion

Behavioral accounting transformation plays a crucial role in preventing financial fraud in the public sector. Human resource (HR) involvement is crucial for implementing effective digitalization practices, with training and skills development key to improving understanding and adapting to new technologies. Furthermore, strengthening oversight mechanisms and establishing a transparent organizational culture contribute to increased accountability in public resource management. Therefore, collaboration between technology and HR is essential for creating a safe, efficient, and accountable environment for public financial management in Indonesia.

### 6.2. Limitations

There are several limitations that should be considered. First, the sample size, limited to 38 leaders, may limit the generalizability of the findings to a broader population. Second, this study may not have considered the diverse regional contexts in Indonesia, which could influence the implementation of behavioral accounting practices. Third, the focus on digitalization may overlook other external factors, such as government policies and organizational culture, which also contribute to fraud prevention. Finally, measuring the effectiveness of behavioral accounting transformation may be subjective and dependent on respondents' perceptions, which could impact the validity of the research results.

### 6.3. Recommendations

Several recommendations can be made. First, it is crucial to enhance HR training and development programs focused on behavioral accounting and digital technology so that employees can adapt to change effectively. Second, public organizations are advised to strengthen oversight and accountability mechanisms by implementing clear policies and data-driven performance evaluation systems. Finally, an organizational culture that supports transparency and collaboration is necessary, so that every employee feels involved in financial fraud prevention efforts.

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