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# Budget Absorption Performance in Financial Education and Training Agency

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## Abstract

This study focused on analyzed the effect of Synergy and Competence of Human Resources on the performance of budget absorption, both directly and through organizational commitment as a moderating variable inside the Financial Education Training Institution. The research used a quantitative approach. The data used are primary data. Samples were 87 respondents. The respondents are state financial managers, namely the Head of the Work Unit as the Budget User Authority, Commitment Making Officer, Signing Officer, Spending Treasurer and Procurement Officer involved in the budget management process in each work unit of 20 (twenty) Work Units within the Financial Education Training Agency. Data collection was carried out through a survey using a questionnaire that was distributed to respondents. Data were analyzed using multiple regression analysis (moderated regression) and moderated regression analysis (MRA) with statistical package for the social sciences (SPSS). The research results indicated that the synergy and competence of human resources had a positive and significant effect on the level of budget absorption performance. The organizational commitment variable unable to moderates the relationship of synergy with budget absorption performance and also unable to moderates the relationship of human resource competencies to budget absorption performance.

**Keywords:** Budget Absorption Performance, Human Resource Competencies, Organizational Commitment, Synergy

## 1. Introduction

### *1.1 Introduce the Problem*

The State Revenue and Expenditure Budget functions as a tool to support national development strategies, for instance increasing economic growth, creating jobs, improving people's welfare, and environmentally-sound development, can run effectively if supported by effective budget absorption. However, until now the budget absorption still has a non-ideal pattern, which tends to accumulate at the end of the fiscal year, where the budget realization is low until the second quarter, but sharply increased in the fourth quarter. This condition is caused by the fact that the State Institution is still not optimal in preparing plans for the implementation of activities as

outlined in the plan for withdrawing funds and receiving funds, including in supervising their implementation. The problem of delays and uncertainty of budget absorption will cause a large amount of cash idle in government accounts, if this cannot be handled, then the management of excess cash this will pose a risk and conflict with the principles of effective cash management. Cash management in the government aims to finance expenses in a timely manner, by paying attention to cost effectiveness, efficiency, and risk reduction and keeping cash idle in a minimum position (Herriyanto, 2012).

The implementation of the central government expenditure budget is almost certain that in the last several months of the fiscal year there is a sharp increase in terms of the realization of its absorption performance. The trend is that the past three months have always jumped dramatically, and some even think it seems rather forced. This means that the withdrawal plan listed in the Budget Implementation Entry List that has been planned by the Budget User and approved by the Minister of Finance is not carried out as planned. The implementation of the central government budget is not as planned as possible due to the unrealistic planning process or the efficiency in the implementation of the central government budget (Widhianto, 2010).

To encourage the acceleration of budget absorption, the government has prepared several strategic steps. These steps include enhancing the capacity of the Work Unit financial managers in preparing the Fund Withdrawal Plan, perfecting regulations specifically related to the procedure for revision of the budget that gives greater authority to the Budget User Authority in completing the budget revision and the procedure for issuing multiple year contract licenses, and enhance the role of the Government Internal Oversight Apparatus in the Ministry and the quality control units in each Ministry in monitoring the implementation of activities by each work unit.

The implementation of activities carried out according to the plan will have an impact on the formation of a regular absorption pattern, so as to provide certainty in the time and amount of withdrawals of funds in the context of good cash planning by the Minister of Finance as the State General Treasurer. This can support the implementation of development and equitable economic growth, and can be used as material for monitoring and evaluation of the implementation of an activity to then be used as material for improvement of the next implementation phase. Furthermore, based on the planned implementation of the activity, the Work Unit compiles a Fund Withdrawal Plan consisting of Monthly RPD and Daily RPD. Based on the size of the fund withdrawal plan, the Minister of Finance as the State General Treasurer must prepare a number of funds to meet the needs of the budget users. If the funds available in the State General Treasury Account are insufficient for the needs of budget users, the State General Treasurer will conduct business including issuance of Government Securities, sale of state assets, liquidity loans from the Central Bank, community loans through banks or other businesses. So when the government has obtained a number of funds and at that moment the government bears the burden of interest. If the funds are not used due to delays in budget absorption by budget users, then this will cause idle cash in government accounts. If the idle cash amount is very large, this is very contrary to the principles of good government cash management.

In the past, the main objective of cash management was to provide sufficient funds for spending so that since the beginning of the year the government was ready to carry out its tasks. The lack of projections for receiving and withdrawing funds, plus the lack of awareness of the concept of time value of money, causes many opportunity costs because money is not utilized. Many opportunities are lost to earn interest or remuneration for unemployed money, and the high cost of funds due to the accumulation of debt obtained and must be paid interest, but not absorbed. Various attempts have been made by the government, including placing state money in the central bank to get remuneration. However, this amount does not correspond to the interest paid to the public for ownership of state securities. This is in accordance with the theory that cash management implies managing the company's money in such a way that when maximum cash availability and maximum interest income from idle cash are achieved.

The Directorate General of the Treasury recommends that ministries and agencies work units regulate the implementation of their activities so that their distribution is evenly distributed, improving monthly and weekly withdrawal patterns, not all withdrawals in Quarter IV which could result in an unhealthy state economy. Developing countries such as Indonesia have a uniform problem in absorbing budgets called slow back-loaded, meaning that absorption is low at the beginning to the middle of the fiscal year, but jumps towards the end of the

fiscal year. The accumulation of funds disbursement in Quarter IV is a reflection that the absorption of the budget is not in accordance with the planned activities that have been set (Syarah, 2016).

The low achievement of budget absorption, is very contrary to the principles of the Three Es (Economical, Efficient, and Effective) in public sector budget theory (Jones and Pendlebury, 2010). In addition, this will also have an impact on the national economy in general. First, the functioning of fiscal policy is not functioning in order to effectively increase economic growth. Second, the loss of expenditure benefits due to the budget allocated has not all been utilized which means there has been an idle money. Third, the late implementation of government programs related to poverty reduction. Fourth, the accumulation of bills at the end of the fiscal year is very unhealthy for government cash management (Seftianova and Adam, 2013). Especially for the types of goods and capital expenditure. These expenditures can improve the quality of life and welfare of the community by increasing the value of consumption, increasing labor productivity, reducing poverty and creating macroeconomic stabilization (David, 2010).

### *1.2 Explore Importance of the Problem*

To support the implementation of the expenditure budget of the State Ministries and Institutions in an orderly manner, obeying the laws and regulations, effective, efficient, economical, transparent, and responsible, and in order to improve the pattern of budget absorption which is supported by optimal state revenue, a Regulation is prepared regarding Fund Withdrawal Plans, Fund Planning Plans and Cash Receipts through the Minister of Finance Regulation No. 197/PMK.05/2017 on December 20, 2017. The Minister of Finance Regulation confirms the existence of obligations and duties between the Minister of Finance as Chief Financial Officer (CFO) and the Minister and The Head of the Institution as the Chief Operational Officer (COO). The Minister of Finance as the CFO is responsible for making cash plans and the Minister and the Chair of the Institution are required to submit projections of revenues and expenditures.

Minister of Finance Regulation number 197/PMK.05/2017 concerning Fund Withdrawal Plans, Fund Planning Plans and Cash Receipts emphasizes the fulfillment of the ministry's and agency's obligations to submit cash planning data. The main focus is on the methods used by line ministries and agencies in order to deliver accurate and timely data. This is based on several reasons, among others, expenditure projections related to the main obligation of the finance minister to provide funds for the expenditure of Work Units, the implementation of idle cash optimization other than at Bank Indonesia must be based on certainty that all state expenditure obligations can be met, and expenditure projections based on work plans are expected improve the quality of the implementation of the Work Unit budget. Accurate expenditure projection data must come from the work units of ministries and agencies because they are the most aware of the time and amount of expenditure to be carried out. Projections for Work Unit expenditures are pursued based on work plan or work plan activities, not baseless estimates.

### *1.3 Describe Relevant Scholarship*

In carrying out the process of preparing budget planning along with improving the quality of budget absorption performance, human resource capacity (HR) is also a major element in budget management. HR is the design of formal systems in an organization to ensure effective and efficient use of human talent to achieve organizational goals (Mathis and Jackson, 2006). HR becomes the main element in every activity carried out, with competence in the form of experience and motivation that has made HR as a key factor in budget management (Zarinah et al., 2016). HR competence is absolutely necessary so that budget management can be carried out properly because poor HR makes budget management bad and results in delayed budget realization (Sudarwati et al., 2017).

In line with that, (Rifai et al., 2016) found that the factors that influence the slow absorption of finance, one of which is caused by the quality of human resources involved in management is inadequate and not evenly distributed according to regional needs. Conditions like this can be seen from the presence of officials who are not careful in planning and budgeting. The official only proposed a development program, but did not know the actual situation on the ground. When the budget is approved, there are difficulties in realizing it because there are various field constraints. This is confirmed by the results of the study (Muthohar, 2012) which stated that one of the factors that influenced the effectiveness of cash planning was the quality of Human Resources. The official or employee

who handles cash planning is the main subject of cash planning in the Work Unit. The ability that must be possessed to produce accurate expenditure projections is the ability to draw up a work plan, the ability to master technology (the application used is quite complicated), and the ability to coordinate between sections within a Work Unit. The Work Unit is not enough to only assign an operator or treasurer of the Work Unit to deal with this problem, because the expenditure projection is not only based on the estimation or estimation of the officers but based on the work plan and its implementation, which requires managerial skills. Projections based on the work plan will be more accurate, compared to the estimation or estimation of officers alone without a solid foundation. A good work plan is the basis for an accurate budget.

Another factor that is thought to influence the performance of budget absorption is the synergy between stakeholders. In the work unit communication forum within the scope of the Ministry of Finance in the Regional Office of the Directorate General of Banten Province, it was conveyed that the communication forum was expected to become one of the coordination forums that could become a misinformation of the appropriate coordination forum to synergize strategic steps, in improving the performance of the implementation of the Work Unit's budget. Ministry of Finance in 2019 to the maximum (Setiaji, 2019).

As stated by (Iqbal, 2018), there are other situational factors that interact with each other in influencing a particular situation. Where these factors can strengthen or weaken the relationship or explain the position of other factors. One factor that is believed to be able to influence this relationship is organizational commitment. Organizational commitment does not moderate the relationship between budget planning and budget absorption. This means that the high or low level of organizational commitment the government has as the manager of the budget will not affect the relationship between budget planning and the level of budget absorption. Organizational commitment moderates the relationship between human resource competencies and budget absorption. This means that organizational commitment can strengthen the influence of human resource competencies on budget absorption. In other words, the higher organizational commitment, the effort to manage the budget in an effort to increase budget absorption will also increase.

However, (Meyer and Allen, 1991) defines organizational commitment as a psychological condition that describes the relationship of organizational members with the organization and has implications for the individual's decision to continue or not have membership in the organization. Organizational commitment is also the identification and involvement of someone who is relatively strong towards the organization and is willing and striving for the achievement of organizational goals.

Meanwhile, in the concept of public sector budgeting it is mentioned that one of the characteristics that must be owned by the government as the manager of the budget is a high commitment to the values, objectives and functions of government organizations. With commitment, public sector budget theory believes it will make it easier to achieve government targets. While (Merchant, 1981) stated that the level of good organizational commitment possessed by the budget manager, will greatly enable managers to more easily communicate, disclose and provide local (personal) information that is known to be included in the standard or as a basis for evaluating a budget.

The results of study by (Nouri and Parker, 1998) concluded that the higher the organizational commitment of an individual, the higher the willingness to optimize their potential. And (Ratifah and Ridwan, 2012) also stated that the trust of a person towards organizational values, and one's willingness to support in realizing organizational goals and loyalty to remain part of the organization are elements that are the basis of organizational commitment. Members of the organization will feel happy at work if they feel bound by the values and goals of the organization, this will have an impact on the responsibilities and awareness of members in running the organization.

#### *1.4 Hypotheses Development*

##### *Synergy and Budget Performance Absorption*

The State Budget is according to a very important instrument in development so it is important to continue to improve synergy, both internal and external of the Ministry of Finance, the sectoral egos of the Work Units are not in the Ministry of Finance dictionary. By working together, the results will be greater, the whole is much

greater than the sum of its parts. On previous study by (Roestel, 2016) implied that States management and operations must work together, in collaboration (synergy), to create a reliable and meaningful budget. Therefore, Management and operations must work together, in collaboration, to create a reliable and meaningful budget. Collaboration (synergy) during the budget process is active, alternative approaches to the budget that can help the process. Collaboration is a superior alternative to budgeting because the process will be more inclusive for employees who are responsible for the financial results of an organization. Collaboration can provide better budget documents, make employees feel like part of a team, and possibly benefit the organization. Collaboration will work.

Hypothesis 1. The Stronger the Collaboration (Synergy) will significantly increase Budget Absorption Performance.

*Human Resource Competencies and Budget Absorption Performance*

One of the professional principles set out in public finance theory requires that budget management is handled by skilled personnel. Therefore, the government as an organizational unit in managing its organization effectively and efficiently requires qualified human resources in order to be able to support the regional government in carrying out its functions, in the management of regional finances that must be done properly and correctly. According to (Yunita et al., 2016) human resources are indeed an important element in organizations. The quality of human resources owned by the organization will determine the ability of the organization towards achieving its goals. In an organization, human position is the main element that has characteristics such as abilities, personal beliefs, expectations, needs, and experience. These characteristic components that then shape a person's behavior and will move and bring the organization to achieve organizational goals (Thoha, 2011). Prior study (Musgrave and Musgrave, 1991) also state that as an organization that has a noble goal, government organizations need competent human resources to achieve and optimize revenue and realize it in the form of spending to the maximum for the realization of prosperity. Competent human resources will be a distinct advantage for government organizations as well as supporting competitiveness in the era of globalization in dealing with the environment and social conditions of people who are constantly experiencing dynamic changes (Putri, 2014). Resource competence does have an important role on the level of budget absorption. The more competent human resources, the better the performance in realizing the budget, so that the budget can be realized proportionally and the budget objectives can be achieved (Zarinah, 2016).

Hypothesis 2. Greater HR Competencies will significantly increase Budget Absorption Performance.

*Organizational Commitment Moderates Synergy and Budget Absorption Performance*

One of the basic principles of organizational behavior theory states that, individuals who know the condition of the surrounding environment and know the needs that exist in that environment, that person will try to do what will benefit their environment (Thoha, 2011). Can be interpreted that someone who has a high commitment in himself, will strengthen his intention to act for the achievement of the goals and needs of the environment. Strong organizational commitment in individuals will cause individuals to strive to achieve the goals and interests of the organization and the willingness to exert effort on behalf of the organization so that it will improve organizational performance (Nouri and Parker, 1998). As prior study by (Sardjito and Muthaher, 2007) stated that in planning various programs and activities, there is a high commitment from the local government apparatus capable of producing program or activity planning and budget allocation that is good and in accordance with the wishes of the community. And (Testa, 2001) states that organizational commitment has a positive influence on employee desires in providing services. Likewise, (Malhotra and Mukherjee, 2004; Chong and Chong, 2002) stated that organizational commitment had a positive influence on good service quality.

Hypothesis 3. Organizational Commitment significantly moderates Synergy and Budget Absorption Performance.

*Organizational Commitment Moderates Human Resource Competencies and Budget Absorption Performance*

In organizational behavior theory, a person's different behavior is influenced by the ability he has. Someone who has more ability towards the goals set by the organization will increasingly highlight his ability to achieve those goals. Conversely, if someone does not have sufficient ability, it will show different behavior (Wexley and Yukl, 2005). While (Porter et al., 1974) suggest that organizational members who have organizational commitment will work to do their best by making maximum efforts for the benefit of the organization, assuming that what is important must be achieved is the achievement of tasks within the organization and the desire to maintain

membership in the organization. Prior study by (Sardjito and Muthaer, 2007) stated that organizational commitment had a positive influence on the performance of local government officials. Likewise (Alumbida et al., 2016) conclude that Organizational commitment influences every budget manager in each of the Talaud Islands Regency by giving their utmost efforts to the organization to achieve its goals. That result was supported by (Wentzel, 2002; Puspitawati, 2013; Juliani, 2014; Wardhana et al., 2015) which generally concludes that with a commitment to the organization makes the members of the organization always try their best for the organization.

Hypothesis 4. Organizational Commitment significantly moderates Human Resources Competencies and Budget Absorption Performance

Based on four hypothesis above, the conceptual model of this study is as follow:

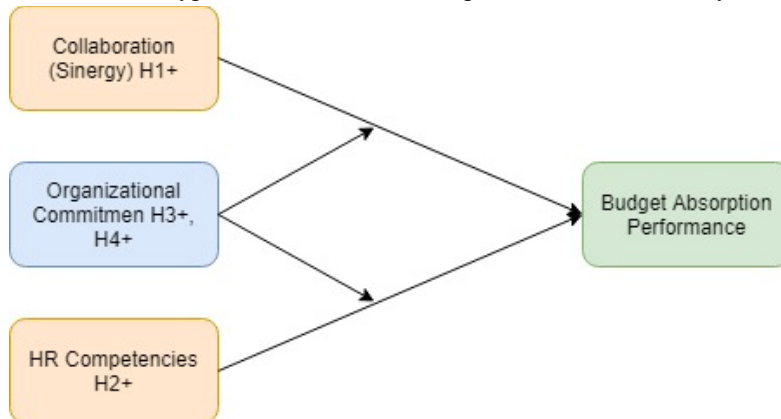


Figure 1. Conceptual Model

## 2. Method

Based on existing problems, this study uses a quantitative research approach with primary data in the form of survey results. To get relevant, complete and mutually perfect data, researchers also use secondary data. Quantitative research to describe the phenomena that occur in the Financial Training Agency that are related to each other. This study was designed with the aim of being able to understand, explain and analyze using correlative studies to find out the correlation between independent variables and dependent variables and will be analyzed using appropriate statistical data to test existing hypotheses. Broadly speaking, the design of this study includes the determination of subjects (population and sample), the development of instruments to obtain empirical data, data acquisition, analysis preparation and data analysis.

### 2.1 Data Source

In research using primary data which is data collected by researchers directly from the main source, collecting this data requires time in the form of a questionnaire to be given to employees of the Financial Education and Training Agency. While secondary data can be obtained from the results of other people's research made for different purposes but can be utilized, secondary data can be obtained quickly through libraries, data centers and information and book stores, secondary data can also be obtained from data available at the Training Board Secretariat Jakarta's finance in the form of the realization of the absorption of the 2019 Budget Year budget. Data and information collection is carried out through indepth interviews and surveys by distributing questionnaires that are distributed directly by the researchers themselves to employees who are directly involved in managing the budget of the Financial Training Board Work Unit. The questionnaire provided contained a number of requests for filling out the questionnaire to the respondents accompanied by a list of questions or structured statements submitted to the respondent for response according to the conditions experienced by the respondent concerned. In this questionnaire the closed question model is used. The closed form is a question that has been accompanied by alternative answers before, so that respondents can choose one of the alternative answers. Answer choices ranged for each questionnaires on a scale 1 to 5.

## 2.2 Sample Selection

The population is the whole subject of research. If someone wants to examine all elements in the research area, then the research is a population study or population study or census study. The population and sample in this study is Employees of the Financial Education and Training Agency in all regions of Indonesia who are directly involved in the management of the Work Unit with a total of 100 employees obtained from 5 employees multiplied by the number of Work Units (20) consisting of the Central Office, Education and Training Center in Jakarta and the Regional Education and Training Center in the area.

## 2.3 Variable Measurement

Researchers take measurements of existing variables using research instruments. The research instrument is a measuring instrument developed with reference to the characteristics of the research variables that are set to be studied. Variables in this research are Budget Absorption Performance, Synergy, HR Competency and Organizational Commitment. Furthermore, indicators are determined to be measured through a number of statement items in the research instrument. Budget Absorption Performance is the dependent variable based on respondent's degree of under or over budget performance including Annual Performance Achievement Level, Quarterly Performance Achievement Level, and Performance Level Consistency. Synergy is one of the independent variable in this study, that based on respondent's view of how well each Unit work together in order to achieve budget performance in a certain level that. Human Resource Competencies the other independent variable in this study, this variable is based on hard skill and soft skill needed in order to achieve peak performance of Budget Absorption. While Organizational Commitment is moderating variable that based on respondent's view of loyalties, emotions, and other psychological factor that could affect each working unit's commitment.

## 2.4 Models and Analysis

This study use linear regression analysis to test our hypotheses. Regression models enable us to examine the added explanatory variance of each independent variable by controlling for the other main effects. Interaction terms among the variables of interest are utilized to investigate the moderation effects, and are tested for significance after all first-order effects have been entered into the regression equation.

## 3. Results and Findings

### 3.1 Descriptive Statistics

Table 1 presents the descriptive statistics all variables. In order to capture any possible multicollinearity problems among study variables, we also checked all variance-inflation factors (VIFs). This study found that mean value is greater than the standard deviation value for each variable indicating that the value of the data deviation is small, the mean value can be used as a representation of the whole data. That is because the standard deviation is a reflection of a very high deviation so that the spread of data shows normal and unbiased results. Meanwhile, if the average value is smaller than the standard deviation (SD) value, indicating poor results, then the spread of data is considered abnormal and causes bias. This study also found that individual VIFs are less than 10, which can be seen as no sign of multicollinearity in the regression model (Ghozali, 2018). Alpha Cronchbach for individual variable is more than 0,6; thus it can be concluded that the research instrument has met the valid and reliable requirements, so that the data obtained from the research instrument (questionnaire) can be used for analysis at a later step.

Table 1. Descriptive Statistics, VIF, and Alpha Cronbach

Variable	Mean	S.D.	Min	Max	VIF	A.C.
1. Synergy	31,97	2,97	24,0	35,0	1,576	0,887
2. HR Competencies	36,43	4,04	22,0	45,0	1,313	0,720
3. Organizational Commitment	25,51	3,17	17,0	30,0	1,667	0,854
4. Budget Absorption Performance	32,47	4,10	19,0	40,0	N.A.	0,850

### 3.2 Hypothesis Testing

Table 2 depicts the estimates (regression model) on Budget Absorption Performance. Model 1 and model 2 is the basic model, contains only independent variable on each model and will be used to test hypothesis 1 and hypothesis



2. Model 3 and model 4 includes the moderator variable Organizational Commitment and will be used to test hypothesis 3 and hypothesis 3. The comparison of explanatory power of models are depicted by the adjusted R-squared terms.

Hypothesis 1 examines the effect of Synergy on Budget Absorption Performance, based on the significant and positive result ( $p < 0,001$ ;  $\beta = 0,681$ ), hypothesis 1 is supported. Hypothesis 2 examines the effect of Human Resource Competencies, and based on the significant and positive result ( $p < 0,001$ ;  $\beta = 0,551$ ), hypothesis 2 is also supported. Hypothesis 3 and 4 explore the moderating influence of Organizational Commitment on the relationship between Synergy and Budget Absorption Performance, and HR Competencies and Budget Absorption Performance, respectively. Based on the result of the interaction terms between Synergy and Organizational Commitment ( $p > 0,05$ ;  $\beta = -0,018$ ), hypothesis 3 is not supported. Likewise, based on the result of the interaction terms between HR Competencies and Organizational Commitment ( $p > 0,05$ ;  $\beta = 0,015$ ), hypothesis 4 is also not supported.

Table 2. Regression Estimates of Budget Absorption Performance

Variable	Model 1	Model 2	Model 3	Model 4
Main Variable:				
1. Synergy (H1)	0,681***		0,745	
2. HR Competencies(H2)		0,551***		-0,039
3. Organizational Commitment			1,166	-0,008
4. Synergy x O.C. (H3)			-0,018	
5. HR Competencies x O.C. (H4)				0,015
Interaction Variable:				
Constant	11,806	12,389	-5,474	20,178
R-squared	0,218	0,295	0,365	0,417
Adjusted R-squared	0,209	0,287	0,342	0,396

Notes:

\*  $p < 0,05$

\*\*  $p < 0,01$

\*\*\*  $p < 0,001$

#### 4. Discussion

The result of hypothesis 1 indicates that synergy can produce better or greater output. With the synergy between financial managers, it is expected that budget planning that has been prepared at the beginning of the fiscal year can be carried out properly according to plan, so that the accumulation of the budget at the end of the year can be avoided. This result is also supported by prior study (Wati et al., 2013; Setiawan, 2003).

The result of hypothesis 2 is in accordance with professional principles set out in public finance theory that requires budget management to be handled by experts. Then from the side of the main objectives of public finance, namely determining the allocation of resources and knowing the effect of these placements on the needs of individuals as well as the needs of the community and government such as regulating important sectors of government, facilitating economic activities of the government and the private sector, providing basic services to the community, providing social services, ensuring economic stability and achieving levels of development. In relation to the large role of the government in ensuring optimal public welfare and government policies must be aimed at achieving an efficient allocation of economic resources, redistribution of community income and economic stability, the government's problems are so complex that not only look at the budget but also influence directly and indirectly from aggregate economic activity. Therefore the government is required to have competent human resources in managing government activities such as determining policies and managing budgets. The competence possessed by the government apparatus, in the form of knowledge, skills, and behavioral attitudes is needed in supporting the implementation of tasks in his position. This result is supported by prior study as well (Herriyanto, 2012; Zarinah et al., 2016; Rifai et al., 2016; Putri, 2014; Dinapoli, 2016; Arif, 2011).

Hypothesis 3 is in line with prior study (Mongeri, 2013; Sopiah, 2008) which concluded that organizational commitment does not have a significant positive effect on the relationship between budgeting participation and local government performance. The results of this research cannot prove that organizational commitment is a moderating variable that affects the relationship between budgeting participation and local government performance. The results of this study indicate that budgetary participation has a significant positive effect on budget disparities. Strategic certainty can directly moderate the relationship between budgetary participation and budget gaps, while leadership style, organizational commitment, environmental uncertainty, and budget sufficiency indirectly moderate the relationship between budgetary participation and budgetary gaps. Organizational commitment in the study proved unable to moderate the effect of synergy on the performance of budget absorption in the Financial Training Board Work Unit. This could happen because in carrying out the task of achieving budget absorption performance it is not because they have high organizational commitment, but because the organizational structure forces them to participate or is only a task. In addition, the lack of organizational commitment variables in moderating the relationship between synergy and budget absorption performance may be caused by the lack of oversight of structural officials in carrying out their duties and functions as well as a lack of understanding and emphasis on organizational goals and objectives. In addition, work load on work units that are too heavy causes not optimal performance.

Hypothesis 4 in line with one of the basic principles of human behavior that is explained in the theory of organizational behavior that every human being behaves according to an understanding of his environment. Someone who has more knowledge and understands the goals set by the environment or organization will always highlight the advantages and increase the capacity and capabilities possessed for the achievement of organizational goals. Conversely, if someone does not have enough understanding about what and how the environment or organization works, it will show different capacities, such as the tendency to ignore the goals set by the organization. Therefore, a position of strong commitment to the organization that is in everyone, will trigger that person to strive to achieve organizational goals and have a positive outlook and more trying to do the best for the interests of the organization. Conversely, someone with low organizational commitment will have low attention to achieving organizational goals and tend to try to fulfill their personal interests only. While conceptually, if an individual is highly committed to the goals of the organization, this will affect his actions and performance, namely using his competence to produce quality budget absorption performance. Vice versa if an individual does not have a high commitment to the organization, then his competence will not produce quality budget absorption performance. Organizational commitment in this study proved unable to moderate the influence of human resource competency on the performance of budget absorption in the Financial Training Board Work Unit. Based on the results of indepth interviews with respondents, this could have happened because in the implementation of the task of achieving the performance of the absorption of the budget not because of having high organizational commitment, but because of the organizational structure that forced them to participate or was just a task. In addition, the organizational commitment variable in not moderating the relationship between human resource competency and budget absorption performance is also caused by oversight that is too tight on financial managers so that it can lead to demotivation in running the task of managing state finances. Besides that, there were still several officials who signed the Payment Order in carrying out their duties and functions as well as a lack of understanding and emphasis on the organization's goals and objectives. So in terms of awareness there are still shortages that need to be improved.

## **5. Conclusion**

There is a significant positive effect of synergy factor on budget absorption performance. This means that the better the level of synergy, the better the level of budget absorption performance. This means that the synergy of the government apparatus as the manager of state finances is very important in the achievement of the planned budget absorption performance, therefore hypothesis 1 is supported. There is a significant positive effect on the competence of human resources (HR) on the performance of budget absorption. This means that if the government apparatus managing the budget is supported by high competence, it will affect the work behavior of government officials who will then affect its performance and organizational performance in general. That is, the higher the competency of budget managers (HR), will further improve the performance of the organization which in this case is the target of budget absorption performance, therefore hypothesis 2 is also supported. Organizational

commitment does not moderate the relationship between synergy and budget absorption performance. This means that the organizational commitment of the government as the manager of state finances does not affect the relationship of synergy with the level of performance of budget absorption. Likewise, organizational commitment does not moderate the relationship between human resource competencies and budget absorption performance. This means that organizational commitment is not able to strengthen the effect of human resource competence on budget absorption. In other words, organizational commitment has no effect in efforts to improve budget absorption performance, therefore hypothesis 3 and 4 are not supported, respectively.

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## Appendix A

### Full Result of Hypothesis Testing H1

In appendix A there are the results of the output of hypothesis 1 as a whole

#### Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	Sinergitas <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Penyerapan Anggaran

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467 <sup>a</sup>	.218	.209	3.644

a. Predictors: (Constant), Sinergitas

#### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	315.221	1	315.221	23.744	.000 <sup>a</sup>
	Residual	1128.458	85	13.276		
	Total	1443.678	86			

a. Predictors: (Constant), Sinergitas

b. Dependent Variable: Kinerja Penyerapan Anggaran

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.806	4.259		2.772	.007
	Sinergitas	.681	.140	.467	4.873	.000

a. Dependent Variable: Kinerja Penyerapan Anggaran

Figure A. Result of Hypothesis 1 testing

**Appendix B****Full Result of Hypothesis Testing H2**

In appendix B there are the results of the output of hypothesis 2 as a whole

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Kompetensi SDM <sup>a</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: Kinerja Penyerapan Anggaran

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543 <sup>a</sup>	.295	.287	3.460

a. Predictors: (Constant), Kompetensi SDM

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	425.940	1	425.940	35.574	.000 <sup>a</sup>
	Residual	1017.739	85	11.973		
	Total	1443.678	86			

a. Predictors: (Constant), Kompetensi SDM

b. Dependent Variable: Kinerja Penyerapan Anggaran

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.389	3.387		3.657	.000
	Kompetensi SDM	.551	.092	.543	5.964	.000

a. Dependent Variable: Kinerja Penyerapan Anggaran

Figure B. Result of Hypothesis 2 testing

**Appendix C****Full Result of Hypothesis Testing H3**

In appendix C there are the results of the output of hypothesis 3 as a whole

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604 <sup>a</sup>	.365	.342	3.323

a. Predictors: (Constant), Sinergitas\*Komitmen Organisasional, Sinergitas, Komitmen Organisasional

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	526.928	3	175.643	15.902	.000 <sup>a</sup>
	Residual	916.751	83	11.045		
	Total	1443.678	86			

a. Predictors: (Constant), Sinergitas\*Komitmen Organisasional, Sinergitas, Komitmen Organisasional

b. Dependent Variable: Kinerja Penyerapan Anggaran

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.474	33.241		-.165	.870
	Sinergitas	.745	1.100	.511	.677	.500
	Komitmen Organisasional	1.166	1.356	.903	.860	.392
	Sinergitas*Komitmen Organisasional	-.018	.044	-.669	-.418	.677

a. Dependent Variable: Kinerja Penyerapan Anggaran

Figure C. Result of Hypothesis 3 testing

**Appendix D****Full Result of Hypothesis Testing H4**

In appendix D there are the results of the output of hypothesis 4 as a whole

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 <sup>a</sup>	.417	.396	3.185

a. Predictors: (Constant), Kompetensi SDM\*Komitmen Organisasional, Kompetensi SDM, Komitmen Organisasional

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	601.806	3	200.602	19.777	.000 <sup>a</sup>
	Residual	841.872	83	10.143		
	Total	1443.678	86			

a. Predictors: (Constant), Kompetensi SDM\*Komitmen Organisasional, Kompetensi SDM, Komitmen Organisasional

b. Dependent Variable: Kinerja Penyerapan Anggaran

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.178	19.247		1.048	.298
	Kompetensi SDM	-.039	.542	-.038	-.071	.943
	Komitmen Organisasional	-.008	.778	-.006	-.010	.992
	Kompetensi SDM*Komitmen Organisasional	.015	.021	.683	.695	.489

a. Dependent Variable: Kinerja Penyerapan Anggaran

Figure D. Result of Hypothesis 4 testing