Organizational Culture and Organizational Commitment as Moderating Variables: The Effect of Participation in budget preparation on the Performance of Government Officials

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Abstract. The purpose of this study is to ascertain how organizational commitment and culture affect the association between Makassar city government officials' performance and their involvement in budget development. The population in this research is all government officials who work in Regional Work Units in the city of Makassar. The samples taken in this research were officials at the level of heads of finance divisions and sub-divisions who had participated in at least one year of budget preparation. Data analysis is based on respondents' answers which were distributed in the form of a questionnaire. The results of hypothesis testing show that participation in budget preparation influences the performance of government officials. This can be proven by looking at the pvalue obtained, which is 0.000. The relationship between participation in budget preparation and organizational culture as a moderating variable has no effect on the performance of officers according to the p-value obtained, namely 0.060. Then the relationship between participation in budget preparation and organizational commitment has an influence on apparatus performance with the p-value obtained being 0.031.

Keywords: Budget, Organizational Culture, Organizational Commitment

1 Introduction

Currently, the administration of the Republic of Indonesia is contained in Laws Number 32 and Number 33 of 2004 which explain that regional autonomy is developed by paying attention to the basic values of democracy, enhancing public participation, justice and equality, and also all local potential aspects. Thus, public accountability is the responsibility, presentation, reporting and disclosure of all activities and actions that are their responsibility in carrying out activities during a period.

The role of officials/employees is very important in the administration and implementation of government or organizations. So, the urgent thing is to empower government officials by improving optimal soft skills and abilities so that achievement targets can be achieved. Regulation of the Minister of State Apparatus Empowerment and Indonesian Reform Number 53 of 2014 which explains that performance measurement is to ensure improvement and public services and

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accountability by creating accountable government. Measuring the performance of officers is seen from the level of budget realization that has been achieved according to the targets set. The task of officials in government agencies is to assist superiors in achieving planned targets.

Budget preparation is an indicator of government performance planning. If a government does not have a budget, then the implementation of activities carried out by the authorities cannot run. According to Arianti (2018) a budget is a useful tool for showing the financial condition of an organization which includes information regarding financial management by paying attention to planning, control and coordinating organizational activities. In preparing the budget, the participation of government officials is very necessary with a bottom-up approach system where the lower level of responsibility leads to the higher level of responsibility (La Tjoke, 2020).

Official participation in the budget process starting from the preparation process to the budget accountability process can provide maximum results for an organization or government. Budget participation has value with consequences for behavioral characteristic of all member of the organizational. Budget participation can also provide opportunities for subordinates to be involved in budget preparation. Not only that, it is hoped that the involvement of officials in participatory budget preparation will improve performance. The relationship between participation in budget preparation and the performance of government officials can be strengthened by other variables. Organizational commitment and culture are two factors that can mitigate the association between local government officials' performance and their involvement in the budget.

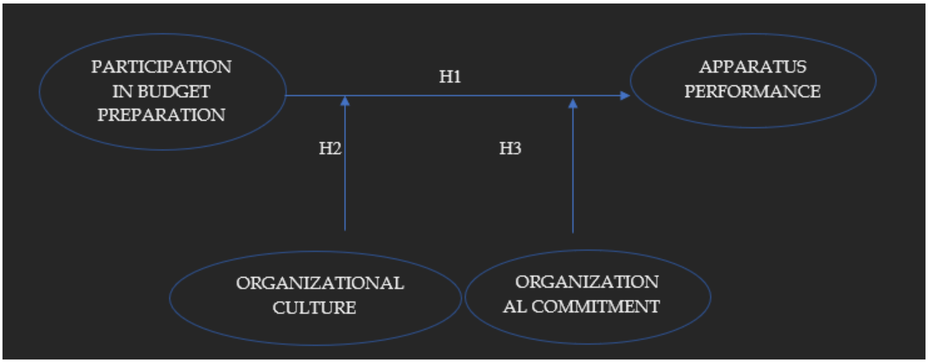

Fig. 1. Conceptual framework

2 Research Methodology

The data collected for this research was used by researchers and collected directly from respondents as primary data. Researchers conducted field research by distributing questionnaires directly to obtain 65 data that would be processed as analysis material with 53 returns. Respondents were heads of sections and heads of sub-divisions in the SKPD and were qualified as parties who had participated in budget preparation. Regression analysis was used to examine the acquired data after validity and reliability tests, as well as traditional assumption tests, had been performed to ensure data quality.

3 Discussion

The main data of this study obtained from the responses provided by respondents. The characteristics of the study's respondents are as follows:

Table 1. Characteristics of Respondents

Gender	**Amount**	**%**
Man	29	54.8
Woman	24	45.2
Total	**53**	**100**
Last education	**Amount**	**%**
D3	2	3.7
S1	37	69.8
S2	13	24.5
S3	1	2
Total	**53**	**100**
Age (years old)	**Amount**	**%**
21-35	19	35.8
36-50	23	43.3
>51	11	20.9
Total	**53**	**100**
Length of work (years)	**Amount**	**%**
<5	9	16.9
6-10	27	50.9
>10	17	32.2
Total	**53**	**100**

Source: Processed Data, 2023

Considering the aforementioned traits of the responders, it is clear that there are more male respondents with a presentation of 54.8% than female respondents, but the difference is only 5 people. According to their most recent educational records, the majority of the respondents had bachelor degree, then a master's degree with a percentage of 69.8% and 24.5% respectively, while D3 and doctoral degrees were only 3.7% and 2% respectively. Then in terms of age, the largest number of respondents were aged 36 to 50 years. Finally, in the category of length of time respondents have worked, namely 6-10 years, they occupy the most positions with a total of 27 people, followed by those with an age range of over 10 years with 17 people, while 9 people have worked for less than 5 years.

Data quality tests that have been carried out on all data used in this research include validity tests and reliability tests. The validity test shows that all research items are valid because they have a significance probability value below 0.05, and the reliability test shows that all research items are consistent, with results of more than 0.60.

After the data quality test is complete, all data used in the research is tested with classical assumptions; This encompasses the tests for heteroscedasticity, multicollinearity, and normalcy. A normal probability plot, which displays the dots dispersed around the diagonal line and spread along the diagonal line's direction, is used to perform the normality test. The normality test result has the p-value which is > 0.05, which means that the data were normally distributed.

The value of VIF of less than 10, and the value of tolerance of greater than 0.1 were used to conduct the multicollinearity test. The results showed that the regression model in this study was not multicollinear. Using a scatterplot image that displays randomly dispersed points scattered both above and below zero on the Y axis, the heteroscedasticity test was performed. The results showed that the regression model in this study is heteroscedasticity-free. To test multicollinearity, the VIF value must be below 10 and the tolerance value must be above 0.1. The findings indicate that multicollinearity is not present in the regression model employed in this investigation. Heteroscedasticity is tested using a scatterplot image, which displays randomly distributed points dispersed on the Y axis above and below zero. The findings demonstrate that heteroscedasticity is not experienced by the regression model employed in this investigation. In addition to performing traditional assumption testing and data quality assessments, this study used simple regression and moderation analysis to evaluate hypotheses, as indicated within the table below:

Table 2. Results of simple linear regression analysis of budget participation variables

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	6,211	1,476		1,896	0.143
Participation in Budget Preparation	1,727	0.864	0.653	2,487	0,000

Source: Processed Data, 2023

Considering the analysis's findings in the preceding table, it was found that participation in budget preparation had a t count of 2.487 > t table 1.984 ut of a significance value of 0.00 so the budget participation variable in this study had a positive and significant effect on the apparatus's performance—was accepted. These findings are consistent with the research. by Setyaningsih (2018), Andika (2019) and Lagasih (2022) which concluded that participation influences government performance.

Table 3. Results of moderation analysis of organizational culture variables

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	11,231	5,904		2,996	0.028
Participation in Budget Preparation	0.246	6,818	0.053	1,997	0.031

Organizational Culture	0.427	0.513	0.962	0.134	0.490
PPA*BO	0.126	0.075	0.287	1,135	0.060

Source: Processed Data, 2023

Considering the analysis's findings in the preceding table, it was found that the t count of participation in budget preparation of 1.997, which is greater than the t table value of 1.984, with a significant value of 0.031 <0.05. Then the t count of organizational culture variable of 0.134, which is smaller than the value of t table of 1.984, with a significance value of 0.490 > 0.05. Meanwhile, the moderation variable PPA*BO has a t count of 1.135 < t table 1.984 with a significance value of 0.060 > 0.05 so that in this study the organizational culture moderation variable does not have an influence on the performance of the apparatus as well as moderating the participation in budget preparation and the performance of the apparatus. in accordance with research conducted by Primastiwi (2020).

Table 4. Results of moderation analysis of organizational commitment variables

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	10,145	6,471		5,116	0.234
Participation in Budget Preparation	0.774	9,486	0.276	2,876	0.045
Organizational Commitment	0.874	0.752	0.167	1,652	0.011
PPA*BO	0.170	0.091	0.997	3,868	0.031

Source: Processed Data, 2023

Considering the analysis's findings in the preceding table, it was found that the t count of participation in budget preparation of 2.876, which is greater than the value t table of 1.984, with a significant value of 0.045 < 0.05. Meanwhile, the t value of organizational commitment variable of 1.675, which is smaller than the value of t table of 1.984, with a significant value of 0.011. Meanwhile, the moderation variable PPA*KO has a t count of 3.868 > t table 1.984 with a significant value of 0.031 < 0.05, so in this study the effect of moderation variable of organizational on the performance of officers was significant and was also able to moderate participation in budget preparation on the officers' performance variable.

4 Conclusion

Based on the overall discussion above, several conclusions can be drawn as follows; (1) There is an influence between participation in budget preparation on the performance of the apparatus as specify by a significance value of 0.000, so the first hypothesis is disproved (2) A significant score of 0.060 indicates that there is no moderating effect of organizational culture variables on the influence of participation in budget planning on apparatus performance, hence rejecting the second hypothesis, (3) The third hypothesis is accepted because a significant value of 0.031 indicates that there is an influence between the organizational commitment factors in mitigating the influence of budget preparation involvement on apparatus performance.

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