



Analysis of Factors Affecting the Effectiveness of Budget Absorption at Regional Office XI of the State Civil Service Agency

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Abstract: This study aims to prove the influence of Budget Planning, Financial Administration, and Procurement of Goods/Services on Budget Absorption with Organizational Commitment as a mediating factor. This research was conducted at Office XI of the State Civil Service Agency. The technique for distributing questionnaires was using Google Forms which were distributed by 60 employees at Office XI of the State Civil Service Agency. Data analysis was carried out by testing the Program Analysis Moment of Structural (AMOS) based on Structural Equation Modeling (SEM), Confirmatory Factor Analysis (CFA) and examining the effect of the independent variables on the dependents. The results of the study show that budget planning, financial administration and procurement of goods/services have a significant effect on organizational commitment. Budget Planning, Financial Administration, Procurement of goods/services and Organizational Commitment have a significant effect on Budget Absorption at Office XI of the State Civil Service Agency. Organizational Commitment does not mediate the influence of Budget Planning, Financial Administration and Procurement of Goods/Services at Office XI of the State Civil Service Agency.

Key words: Budget Planning, Financial Administration, Procurement of Goods/Services, Organizational Commitment and Budget Absorption.

INTRODUCTION

Background

The rapid development of government financial management and accounting demands transparency and public accountability for the management of the state budget managed by government agencies which has led to the need for accounting to record and report the performance of government agencies (Ani, 2020). The State Revenue and Expenditure Budget, hereinafter abbreviated as APBN, is the state government's annual financial plan approved by the House of Representatives (Law of the Republic of Indonesia

Number 6 of 2021). Budgeting must be based on a performance approach that focuses on the work plans of each government unit. The Government of the Republic of Indonesia has always been faced with a classic problem in budget execution. Problems that always occur in budget execution are problems in budget absorption (Seftianova, 2013). Another problem related to budget absorption is the disproportionate budget absorption throughout the fiscal year. The pattern of state spending shows a trend that is relatively the same every year, which begins to increase in the middle of the third quarter and peaks in the fourth quarter, while in the first quarter it tends to be sloping and almost stagnant (Seftianova, 2013). This disproportionate absorption of the budget has had an impact, one of which is the delay in government programs related to poverty alleviation and the accumulation of bills at the end of the fiscal year which is very unhealthy for government cash management. The pattern of state spending shows a trend that is relatively the same every year, which begins to increase in the middle of the third quarter and peaks in the fourth quarter, while in the first quarter it tends to be sloping and almost stagnant (Seftianova, 2013). This disproportionate absorption of the budget has had an impact, one of which is the delay in government programs related to poverty alleviation and the accumulation of bills at the end of the fiscal year which is very unhealthy for government cash management. The pattern of state spending shows a trend that is relatively the same every year, which begins to increase in the middle of the third quarter and peaks in the fourth quarter, while in the first quarter it tends to be sloping and almost stagnant (Seftianova, 2013). This disproportionate absorption of the budget has had an impact, one of which is the delay in government programs related to poverty alleviation and the accumulation of bills at the end of the fiscal year which is very unhealthy for government cash management.

The State Civil Service Agency is one of the Government Agencies of the Republic of Indonesia. The State Personnel Agency in Presidential Regulation Number 58 of 2013 is called BKN is a non-ministerial government agency that is under and responsible to the President through the Minister in charge of government affairs in the field of State Apparatus Empowerment and Bureaucratic Reform. BKN has the task of carrying out government tasks in the field of personnel management in accordance with statutory provisions. In carrying out its duties and functions, the BKN is coordinated by the minister in charge of government affairs in the field of Administrative Reform and Bureaucratic Reform. BKN has a budget sourced from the APBN in carrying out tasks in the field of personnel management. BKN has 14 Regional Offices and 1 ASN Employee Development Center. One of them is Regional Office XI of the State Personnel Agency which has working areas including North Sulawesi, Gorontalo and North Maluku Provinces. The following is Table 1 of the realization of the budget for Regional Office XI of the State Civil Service Agency as follows:

Table 1. Budget Realization for Regional Office XI of the State Civil Service Agency

Fiscal year	Period	Budget	Realization	Percentage
2018	Quarter 1	Rp. 11,896,803,000	Rp. 2,175,084,089	18 %
	Quarter 2	Rp. 11,896,803,000	Rp. 4,932,294,137	41 %
	Quarter 3	Rp. 11,896,803,000	Rp. 7,855,773,101	66 %
	Quarter 4	Rp. 12,438,052,000	Rp. 12,041,951,115	97 %
2019	Quarter 1	Rp. 13,813,812,000	Rp. 2,251,364,061	16 %
	Quarter 2	Rp. 13,983,812,000	Rp. 5,976,351,423	43 %
	Quarter 3	Rp. 13,983,812,000	Rp. 10,836,477,897	77 %
	Quarter 4	Rp. 13,983,812,000	Rp. 13,843,460,784	99%
2020	Quarter 1	Rp. 17,715,030,000	Rp. 3,958,682,260	22 %
	Quarter 2	Rp. 15,743,225,000	Rp. 7,164,330,805	46 %
	Quarter 3	Rp. 15,743,225,000	Rp. 10,724,577,403	68 %
	Quarter 4	Rp. 15,743,225,000	Rp. 15,279,951,671	97 %
2021	Quarter 1	Rp. 12,962,892,000	Rp. 2,528,272,946	20 %

	Quarter 2	Rp. 12,962,892,000	Rp. 6,418,814,662	50 %
	Quarter 3	Rp. 16,272,738,000	Rp. 9,614,861,568	59 %
	Quarter 4	Rp. 16,272,738,000	Rp. 15,681,713,676	96 %

Source: Data processed by researchers, 2023

Based on Table 1 of realization data at Regional Office XI of the State Civil Service Agency, the greatest budget realization occurred in the fourth quarter. So that the realization of the budget every quarter becomes disproportionate. The first factor affecting budget absorption is budget planning. The budget principle applied by the government is performance-based budgeting, namely the preparation of a budget based on predetermined targets. Ideally the planned activities are activities that are really needed both in terms of type and quantity in order to fulfill the main tasks and functions of the organization so that it is expected to minimize deviations between needs and the type and number of activities listed in the RKA (Rahmawati, et al., 2021). The second factor affecting budget absorption is administration. Administration in the budget process is a process in inputting information so that input errors do not occur. Administration is a series of activities carried out by a group of people in a collaboration to achieve certain goals. The goal of public organizations is to improve public services to the community aimed at realizing budget absorption (Tofani, et al., 2020). This is supported by the research results of Yanuriza, et al. (2019) and research from Goddard and Mkasiwa (2016) which states that administration has a significant effect on budget absorption. Administrative records are necessary so that they can be used as proof of registration. decision making and reporting so that it can influence budget absorption properly. The third factor affecting the absorption of the budget is the procurement of goods/services. This is because one of the government's significant efforts to meet people's needs is through the procurement of goods and services. This is supported by the results of research by Ulandari, et al (2021) which states that the procurement of goods/services has a positive and significant effect on budget absorption. However, it is contrary to the results of research conducted by (Zulaikah and Burhany, 2019) which states that the procurement of goods/services does not affect budget absorption. This is because one of the government's significant efforts to meet people's needs is through the procurement of goods and services. This is supported by the results of research by Ulandari, et al (2021) which states that the procurement of goods/services has a positive and significant effect on budget absorption. However, it is contrary to the results of research conducted by (Zulaikah and Burhany, 2019) which states that the procurement of goods/services does not affect budget absorption. This is because one of the government's significant efforts to meet people's needs is through the procurement of goods and services. This is supported by the results of research by Ulandari, et al (2021) which states that the procurement of goods/services has a positive and significant effect on budget absorption. However, it is contrary to the results of research conducted by (Zulaikah and Burhany, 2019) which states that the procurement of goods/services does not affect budget absorption.

Organizational commitment is management's involvement in maintaining employee behavior to achieve organizational goals (Rerung, et al., 2018). Leadership is a process of interrelationship or interaction between leaders, followers and situations. High organizational commitment from work unit leaders is needed in implementing the budget so that the budget can be absorbed optimally. Various previous studies have been in the form of identifying the analysis of the factors that influence the absorption of government agencies' budgets. Even so, the results of previous studies have not shown consistent results and there have been various differences of opinion. The importance of this problem motivated researchers to choose the topic of analyzing the factors that influence budget absorption at the XI Regional Office of the State Civil Service Agency. Researchers limit the scope of this study to only focus on the factors of budget planning, financial administration, procurement of goods/services, organizational commitment, the absorption of the budget is not running optimally at Regional Office XI of the State Civil Service Agency.

Research purposes

1. To analyze the effect of budget planning on organizational commitment at Regional Office XI of the State Civil Service Agency.
2. To analyze the effect of financial administration on organizational commitment at Regional Office XI of the State Civil Service Agency.
3. To analyze the effect of the procurement of goods/services on organizational commitment to the XI Regional Office of the State Civil Service Agency
4. To analyze the effect of budget planning directly affecting the effectiveness of budget absorption at Regional Office XI of the State Civil Service Agency.
5. To analyze the effect of financial administration directly affecting the effectiveness of budget absorption at Regional Office XI of the State Civil Service Agency.
6. To analyze the effect of the procurement of goods/services directly affecting the effectiveness of budget absorption at the XI Regional Office of the State Civil Service Agency.
7. To analyze the effect of organizational commitment directly affecting the effectiveness of budget absorption at Regional Office XI of the State Civil Service Agency.
8. To analyze the influence of budget planning on the effectiveness of budget absorption with organizational commitment as a mediating variable at Regional Office XI of the State Civil Service Agency.
9. To analyze the influence of financial administration on the effectiveness of budget absorption with organizational commitment as a mediating variable at Regional Office XI of the State Civil Service Agency.
10. To analyze the effect of procurement of goods/services on the effectiveness of budget absorption with organizational commitment as a mediating variable at Regional Office XI of the State Civil Service Agency.

LITERATURE REVIEW**Budget and Public Sector Budget**

Budget is a written plan regarding the activities of an organization which is expressed quantitatively for a certain period of time and is generally expressed in units of money. The need to carry out plans or policies that have been made and how to get money to fund policies made by the government is carried out through the budget. This means that the budget is not only a detailed plan of how to implement a policy but also how to fund it (Rahayuningtyas, 2015). Budget is a tool that supports the organization in achieving its goals. According to Setiyono (2016) the public sector budget is an activity plan that is described in the form of an income and expenditure plan in monetary units and is a detail of all aspects of the activities to be carried out which are composed of income and expenditure plans to be carried out within one year. This means that the public sector budget is a detailed activity plan in the form of an income and expenditure budget that will be implemented in one fiscal year. In Indonesia, the public sector budget implemented by the government is embodied in the State Revenue and Expenditure Budget (APBN). This means that the public sector budget is a detailed activity plan in the form of an income and expenditure budget that will be implemented in one fiscal year. In Indonesia, the public sector budget implemented by the government is embodied in the State Revenue and Expenditure Budget (APBN). This means that the public sector budget is a detailed activity plan in the form of an income and expenditure budget that will be implemented in one fiscal year. In Indonesia, the public sector budget implemented by the government is embodied in the State Revenue and Expenditure Budget (APBN).

Budget Absorption

According to Munandar, et al (2014) budget absorption is a budget execution activity that includes analysis and evaluation of implementation. Absorption of the budget, especially spending on goods and services has a significant influence in driving economic growth. Every government agency is required to manage its expenditure so that it runs smoothly and can support the successful achievement of national development goals.

Budget Planning

According to Mardiasmo (2009) budget planning is a statement regarding estimated performance to be achieved during a certain period of time expressed in financial terms. Planning as a reference for budgeting is basically a process for preparing income, expenditure and financing plans for a certain period of time, including regarding conformity with organizational needs (priorities), evaluation of previous year's activities, compliance with rules, timeliness (discipline), participation and revision (administrative errors) (Malahayati, C., Islahuddin & Basri, 2015).

Financial administration

According to Simbolon (2004) Financial administration where this understanding refers broadly. The process of setting and establishing policies related to procurement and utilization of finance, so that the main tasks of the organization can be realized effectively and efficiently is the core of the financial management process itself.

Procurement of goods and services

Presidential Regulation No. 54 of 2010 concerning Government Procurement of Goods/Services explains that government procurement of goods/services is an activity to obtain goods or services by Ministries/Institutions/Regional Work Units/Other Institutions whose process starts from planning needs to completion of all activities to obtain goods/services. Presidential Decree No. 54/2010 emphasizes that an efficient, open and competitive government goods/services procurement process is indispensable for the availability of affordable and quality goods/services, which will have an impact on improving public services.

Organizational Commitment

According to Rahmawati, et al. (2021) management commitment is management's involvement in maintaining employee behavior to achieve organizational goals. Then according to Robbins and Judge (2016: 367) said that organizational commitment is defined as the relative strength of an individual in identifying his involvement in the organization which is characterized by acceptance of organizational values and goals, willingness to work for the organization and desire to maintain membership in the organization.

Previous research

Ferdinand et al., (2020) in this study entitled the influence of budget planning and budget execution on budget absorption with organizational commitment as a mediating variable in the Health Research and Development Agency of the Republic of Indonesia. The results of research on budget planning have a positive and significant effect on absorption of the budget at the Health Research and Development Agency of the Republic of Indonesia. Putra, Kenndy and Zarefar (2021) in this study entitled the influence of budget planning, administrative records, and human resource competencies on budget absorption (Study on OPD Riau Province). Administrative research results have a positive and significant effect on budget absorption in (Studies in OPD Riau Province). Kathryn and Rohendi (2022) in this study entitled the influence of the implementation of e-procurement on the implementation of procurement of goods/services and the implications for the absorption of the capital expenditure budget in the West Java

Provincial Government. Research result procurement of goods/services has a positive and significant effect on budget absorption in the West Java Provincial Government.

Research Model and Hypothesis

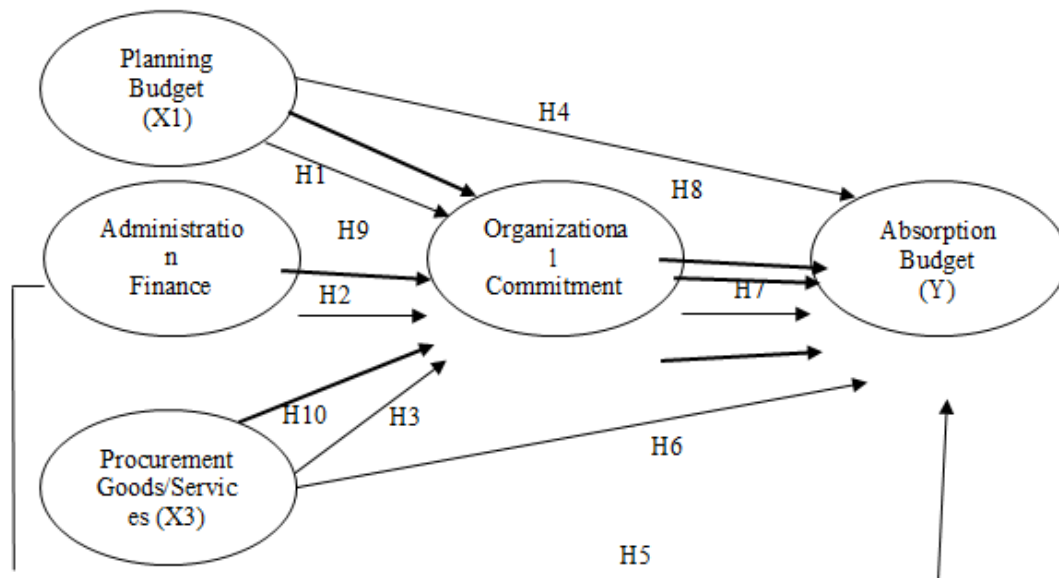


Figure 1. Research Model

Source: Theory Study and Empirical Study, 2023

hypothesis

H1: It is suspected that budget planning has an effect on organizational commitment at Office XI of the State Civil Service Agency.

H2: It is suspected that financial administration has an effect on organizational commitment at Office XI of the State Civil Service Agency.

H3: It is suspected that the procurement of goods/services affects organizational commitment at Office XI of the State Civil Service Agency.

H4: It is suspected that budget planning has an effect on budget absorption at Office XI of the State Civil Service Agency.

H5: It is suspected that financial administration has an effect on budget absorption at Office XI of the State Civil Service Agency.

H6: It is suspected that the procurement of goods/services affects the absorption of the budget at Office XI of the State Civil Service Agency.

H7: It is suspected that organizational commitment has an effect on budget absorption at Office XI of the State Civil Service Agency.

H8: It is suspected that organizational commitment is able to mediate budget planning on budget absorption at Office XI of the State Civil Service Agency.

H9: It is suspected that organizational commitment is able to mediate financial administration on budget absorption at Office XI of the State Civil Service Agency.

H10: It is suspected that organizational commitment is able to mediate the procurement of goods/services (X3) on budget absorption at Office XI of the State Civil Service Agency.

RESEARCH METHODS

Research Approach

This study uses a quantitative approach, namely a study to assess the relationship between variables that have a causal nature. According to Sugiyono, (2018) in causal research there are independent variables and dependent variables to find out the relationship.

Population and Sample

The population in this study were employees at Regional Office XI of the State Civil Service Agency including Heads of Regional Office XI of the State Civil Service Agency, Administration Section, Appointment and Retirement Division, Transfer and Employment Status Section, Personnel Development and Supervision Sector and Personnel Information Sector. The samples taken in this study amounted to 60 taken with the criteria of financial management, procurement of goods/services and related parties based on the organizational structure of Regional Office XI of the State Civil Service Agency.

Data collection technique

The data collection technique for this study was a questionnaire, namely data obtained by asking questions in writing to the respondents. According to Sugiyono (2019), "The questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent to answer". In this case the respondents are Financial Management Officers, SPM Signing Officials, Spending Treasurers, Financial Managers and Goods/Services Procurement Officials.

Data analysis technique

Instrument testing in this study was carried out based on hypothesis testing, assessing the goodness of fit criteria. The analysis technique used is simultaneous equations with path analysis estimation techniques. The AMOS program is used to assist in analyzing data.

RESEARCH RESULTS AND DISCUSSION

Research result

Normality test

The results of the data normality test are shown in Table 2:

Table 2. Data Normality

Variable	min	max	skew	cr	kurtosis	cr
Y1.3	2,000	5,000	-1.419	-4,487	1.195	1,890
Y1.2	2,000	5,000	-1,092	-3,452	1,241	1,962
Y1.1	2,000	5,000	-1,081	-3,418	,879	1,389
Z1.1	3,000	5,000	-.008	-.025	-1,247	-1,972
Z1.2	3,000	5,000	-,233	-,736	-,810	-1,280
Z1.3	3,000	5,000	-,626	-1,980	-,960	-1.518
X3.1	2,000	5,000	-,908	-2,872	1.167	1,845
X3.2	3,000	5,000	-,340	-1.074	-,751	-1.187
X3.3	2,000	5,000	-,846	-2.675	,602	,953
X2.1	3,000	5,000	-,362	-1.144	-1.077	-1,703
X2.2	2,000	5,000	-1.020	-3,224	,948	1,499
X2.3	3,000	5,000	-,518	-1,638	-,769	-1.216
X1.3	3,000	5,000	-,276	-,874	-,660	-1.043

X1.2	2,000	5,000	-790	-2,499	-106	-168
X1.1	3,000	5,000	-179	-566	-599	-947
Multivariate					12,614	2,163

Source: Processed Data, 2023

Based on Table 2, it can be seen that the normality evaluation was carried out using the criteria of critical ratio, skewness value and kurtosis value, indicating that all variables univariately have normal distribution ($CR < 2.58$). The multivariate normality test showed normal data ($CR < 2.58$).

Path Analysis

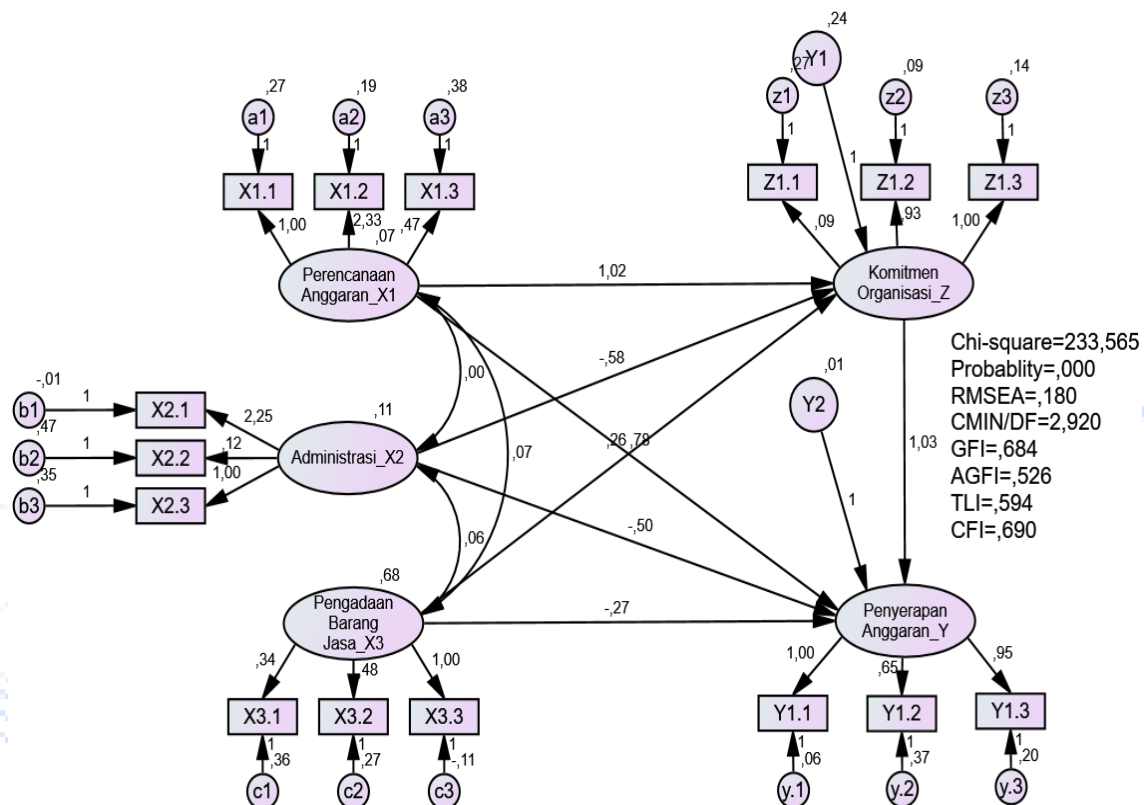


Figure 2. Regression Coefficient

Source: AMOS processing results, 2023

Indirect Effects and Direct Effects

In general, influences or effects can be divided into direct effects, indirect effects, and total effects (Schumacker and Lomax, 1996). Following Table 3 the results of the indirect effect test are as follows:

Table 3. Indirect Effects

Variable	Procurement_Goods_Services_X3	Administration_Financial_X2	Planning_Budget_X1	Commitment_Organization_Z	Absorption_Budget_Y
Commitment_Organization_Z	,000	,000	,000	,000	,000
Absorption_Budget_Y	,268	-,591	1.045	,000	,000

Source: AMOS processing results, 2023

Based on Table 3, the indirect effect shows that the financial administration on budget absorption does not have mediation from organizational commitment so that the relationship between independent variables and budget absorption cannot be reduced or added. Financial administration -0.591 on budget absorption there is a weakening mediation of organizational commitment. Meanwhile, budget planning with a value of 0.268 and procurement of goods/services 1.045 for budget absorption has a strong mediation of organizational commitment.

Following Table 4 the results of the direct effect test are as follows:

Table 4. Direct Effects

Variable	Procurement of goods/services_X3	Administration_KeuanganX2	Planning_Budget_X1	Commitment_Organization_Z	Absorption_Budget_Y
Commitment_Organization_Z	,261	-,577	1.020	,000	,000
Absorption_Budget_Y	-,267	-,501	,780	1.025	,000

Source: AMOS processing results, 2023

Based on Table 4 direct effect It can be seen that financial administration has no direct influence on organizational commitment.

Goodness of Fit Model Test Results

The following Figure 3 summarizes the decision making for the chi-square test and the fit index as follows:

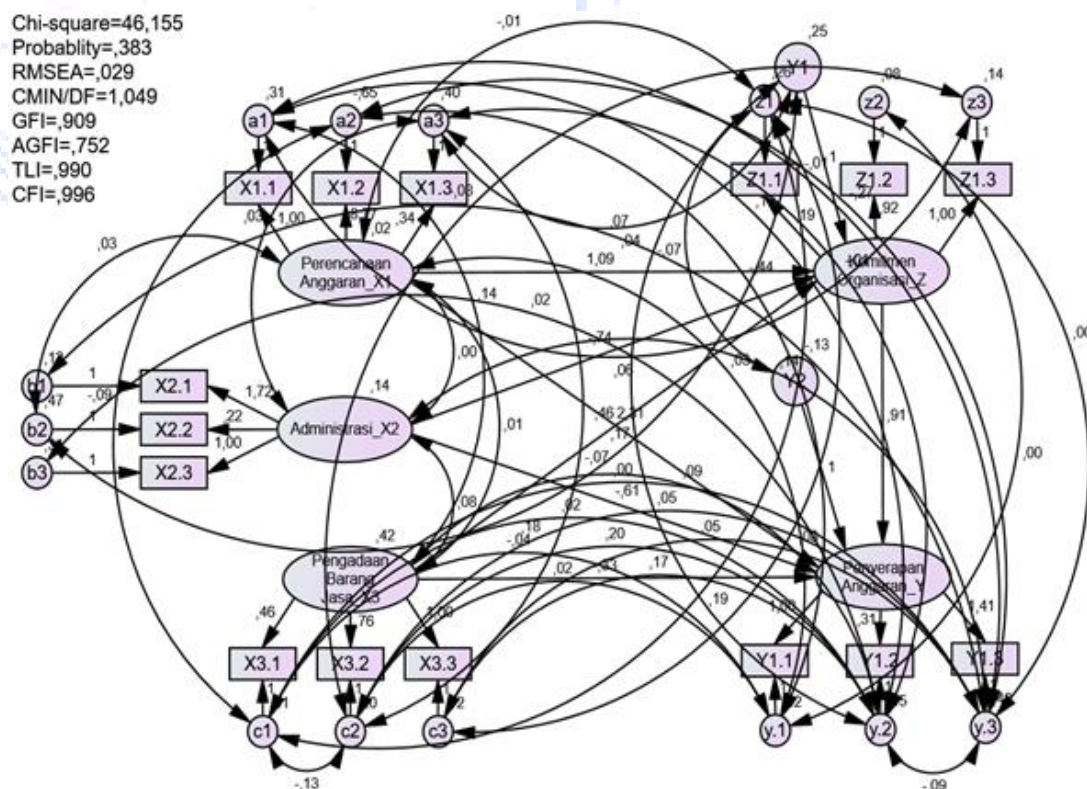


Figure 3. Goodness of Fit Test

Source: AMOS processing results, 2023

The goodness of fit test is used to test the significance of the model in explaining the relationship between variables as hypothesized.

The following is Table 7 of the Goodness of Fit Index to see the significance test of the model in explaining the relationship between variables as hypothesized.

Table 5. Goodness of Fit Index

Goodness of Fit Index	Cut Off Value	Results	Criteria
Chi Square	Small Expected	46,155	Fulfilled
RMSEA	≤ 0.08	0.029	Fulfilled
GFI	≥ 0.90	0.909	Fulfilled
AGFI	≥ 0.90	0.752	Not fulfilled
TLI	≥ 0.95	0.990	Fulfilled
CFI	≥ 0.95	0.996	Fulfilled
CMIN/DF	≤ 2.00	1,049	Fulfilled

Source: AMOS processing results, 2023

Based on the test results Goodness of Fit Index which does not have a value conformity Adjusted Goodness of Fit Index (AGFI) with a result of 0.752.

Regression Weight Model

With a fit model, the parameter test as hypothesized can be interpreted. The following Table 6 The results of parameter testing are obtained as follows:

Table 6. Regression Weight Model Path

			Estimates	SE	CR	P
Commitment_Organization_Z	<---	Planning_Budget_X1	1.020	,497	2,050	.040
Commitment_Organization_Z	<---	Financial Administration_X2	-,577	,272	-2,122	.034
Commitment_Organization_Z	<---	Procurement_Goods_Services_X3	,261	,130	2.004	.045
Absorption_Budget_Y	<---	Planning_Budget_X1	,780	,390	1,998	.046
Absorption_Budget_Y	<---	Procurement_Goods_Services_X3	-,267	,114	-2,340	.019
Absorption_Budget_Y	<---	Commitment_Organization_Z	1.025	,159	6,451	***
Absorption_Budget_Y	<---	Financial Administration_X2	-,501	,246	-2,032	.042

Source: AMOS processing results, 2023

Remarks: *** Shows a Significance of 0.000

The structural equation model based on these results can be written as follows:

$$Z = 1.020 X1 + -0.577 X2 + 0.261 X3 + z$$

$$Y = 0.780 X1 + -0.267 X2 + 1.025 X3 + -0.501 Z + y$$

1. The relationship between the coefficient of budget planning (X1) and organizational commitment (Z) is 1.020. This means that budget planning at Office XI of the State Civil Service Agency will potentially increase Organizational Commitment.
2. The relationship between the coefficient of Financial Administration (X2) and Organizational Commitment (Z) is -0.577. This means that the Financial Administration at Office XI of the State Civil Service Agency will potentially decrease Organizational Commitment.

3. The correlation between the coefficient of procurement of goods/services (X3) to Organizational Commitment (Z) is 0.261. This means that the procurement of goods/services at Office XI of the State Civil Service Agency will potentially increase Organizational Commitment.
4. The relationship between the coefficient of budget planning (X1) and budget absorption (Y) is 0.780. This means that budget planning at Office XI of the State Civil Service Agency will potentially increase budget absorption.
5. The relationship between the coefficient of Financial Administration (X2) and Budget Absorption (Y) is -0.501. This means that the Financial Administration at Office XI of the State Civil Service Agency will potentially decrease in Budget Absorption.
6. The correlation between the coefficient of procurement of goods/services (X3) on budget absorption (Y) is -0.267. This means that the procurement of goods/services at Office XI of the State Civil Service Agency will potentially decrease the absorption of the budget.
7. The correlation between the coefficient of Organizational Commitment (Z) and Budget Absorption (Y) is 1.025. This means that Organizational Commitment to Office XI of the State Personnel Agency will potentially increase in Budget Absorption.

Table 7. Square Multiple Correlations

Variable	Estimates
Commitment_Organization_Z	,422
Absorption_Budget_Y	,977

Source: AMOS processing results, 2023

Based on Table 7, the Square Multiple Correlations value for the Organizational Commitment variable (Z) is 0.422. This means that 42.2% of Organizational Commitment can be explained by Budget Planning, Administration, Procurement of Goods/Services at Office XI of the State Civil Service Agency, while the remaining 57.8% of Organizational Commitment (Z) can be influenced by other variables outside the model. Based on Table 9, the Square Multiple Correlations value for the Budget Absorption variable (Y) is 0.977. This means that 97.7% of the Absorption of the Budget can be explained by Budget Planning, Administration, Procurement of Goods/Services, and Organizational Commitment at Office XI of the State Personnel Agency, while the remaining 2.3% of Absorption of the Budget (Y) can be influenced by other variables outside the models.

Hypothesis test

The Effect of Budget Planning on Organizational Commitment

Based on the results of the regression weight test in Table 8, it shows that budget planning (X1) has a significant effect on organizational commitment (Z), this is indicated by a CR value of 2.050 > 1.670 and a significance value of 0.040 < 0.05. This means the first hypothesis (H1) which states that budget planning has a significant effect on organizational commitment at Regional Office XI of the State Civil Service Agency. The H1 hypothesis is accepted.

Effect of Financial Administration on Organizational Commitment

Based on the results of the regression weight test in Table 8, it shows that financial administration (X2) has a significant influence on organizational commitment (Z), this is indicated by a CR value of -2.122 < 1.670 and a significance value of 0.034 < 0.05. This means the second hypothesis (H2) which states that administration has a significant effect on organizational commitment at Regional Office XI of the State Civil Service Agency. Hypothesis H2 is accepted.

Effect of Procurement of Goods on Organizational Commitment

Based on the results of the regression weight test in Table 8, it shows that the procurement of goods/services (X3) has a significant effect on organizational commitment (Z), this is indicated by a CR value of $2.004 > 1.670$ and a significance value of $0.045 < 0.05$. This means the third hypothesis (H3) which states that the procurement of goods/services has a significant effect on organizational commitment at Regional Office XI of the State Civil Service Agency. Hypothesis H3 is accepted.

The Influence of Budget Planning on Budget Absorption

Based on the results of the regression weight test in Table 8, it shows that budget planning (X1) has a significant influence on budget absorption (Y), this is indicated by a CR value of $1.998 > 1.670$ and a significance value of $0.046 < 0.05$. This means the fourth hypothesis (H4) which states that budget planning has a significant effect on budget absorption at Regional Office XI of the State Civil Service Agency. Hypothesis H4 is accepted.

Effect of Financial Administration on Budget Absorption

Based on the results of the regression weight test in Table 8, it shows that financial administration (X2) has a significant influence on budget absorption (Y), this is indicated by a CR value of $-2.032 < 1.670$ and a significance value of $0.046 < 0.05$. This means the fifth hypothesis (H5) which states that financial administration has a significant effect on organizational commitment at Regional Office XI of the State Civil Service Agency. Hypothesis H5 is accepted.

Effect of Procurement of Goods/Services on Budget Absorption

Based on the results of the regression weight test in Table 8, it shows that the procurement of goods/services (X3) has a significant effect on budget absorption (Y), this is indicated by a CR value of $-2.340 < 1.670$ and a significance value of $0.019 < 0.05$. This means the sixth hypothesis (H6) which states that the procurement of goods/services affects the absorption of the budget at Regional Office XI of the State Civil Service Agency. Hypothesis H6 is accepted.

The Effect of Organizational Commitment on Budget Absorption

Based on the results of the regression weight test in Table 8, it shows that organizational commitment (Z) has a significant effect on budget absorption (Y), this is indicated by a CR value of $6.451 > 1.670$ and a significance value of *** or $0.00 < 0.05$. This means the seventh hypothesis (H7) which states that organizational commitment has a significant effect on budget absorption at Regional Office XI of the State Civil Service Agency. Hypothesis H7 is accepted.

The results of testing the organizational commitment mediating variable using the Sobel test:

$$Z = \frac{ab}{\sqrt{(a^2SE_a^2) + (b^2SE_b^2)}}$$

Testing Mediation Variables Using the Sobel Test

The Mediation Effect of Organizational Commitment on the Relationship Between Budget Planning and Budget Absorption

Based on the results of the sobel test calculation above, a Z value of 1.96 is obtained, because the Z value obtained is $1.96 < 2.00$ with a significance level of 5%, thus proving that organizational commitment (Z) is unable to mediate the relationship between budget planning (X1) and absorption budget (Y) at

Regional Office XI of the State Civil Service Agency. This means the eighth hypothesis (H8), H8 is accepted.

The Effect of Organizational Commitment Mediation on the Relationship Between Financial Administration and Budget Absorption

Based on the results of the sobel test calculation above, a Z value of -2.02 is obtained, because the Z value obtained is $-2.02 < 2.00$ with a significance level of 5%, thus proving that organizational commitment (Z) is unable to mediate financial administration relationships (X2) on budget absorption (Y) at Regional Office XI of the State Civil Service Agency. This means the ninth hypothesis (H9), H9 is accepted.

The Effect of Organizational Commitment Mediation on the Relationship Between Procurement of Goods/Services and Budget Absorption

Based on the results of the sobel test calculation above, a Z value of -1.92 is obtained, because the Z value obtained is $-1.92 < 2.00$ with a significance level of 5%, thus proving that organizational commitment (Z) is unable to mediate the relationship between the procurement of goods/services (X3) on budget absorption (Y) at the XI Regional Office of the State Civil Service Agency. This means the tenth hypothesis (H10), H10 is accepted.

Discussion

The Influence of Budget Planning on Organizational Commitment at Office XI of the State Civil Service Agency

Budget Planning has a significant effect on Organizational Commitment at Regional Office XI of the State Civil Service Agency. The results of the study show the same results as the formulated Hypothesis (H1), namely Budget Planning has a significant effect on Organizational Commitment. This means that the leadership is right in providing solutions related to budget planning. These results are in line with the research findings of Ferdinan, Isnurhadi, Widiyanti and Adam (2020) which state that budget planning has a positive and significant effect on organizational commitment.

The Influence of Financial Administration on Organizational Commitment at Office XI of the State Civil Service Agency

Financial Administration has a significant effect on Organizational Commitment at Regional Office XI of the State Civil Service Agency. The results of the study show the same results as the formulated Hypothesis (H2), namely Financial Administration has a significant effect on Organizational Commitment. This means that the leadership's policy is appropriate regarding organizational commitment in planning the budget according to the set schedule. These results are in line with the research findings of Ferdinan, Isnurhadi, Widiyanti and Adam (2020) which state that Administration has a positive and significant effect on Organizational Commitment.

Effect of Procurement of Goods/Services on Organizational Commitment at Office XI of the State Civil Service Agency

Procurement of goods/services has a significant effect on Organizational Commitment at Regional Office XI of the State Civil Service Agency. The results of the study show the same results as the formulated hypothesis (H3), namely the procurement of goods/services has a significant effect on organizational commitment. This means that procurement related to facilities and infrastructure is in accordance with operational needs. This result is in line with the research findings of Ferdinan, Isnurhadi, Widiyanti and Adam (2020) which states that the Procurement of Goods/Services has a positive and significant effect on Organizational Commitment.

The Influence of Budget Planning on Budget Absorption at Office XI of the State Civil Service Agency

Budget Planning has a significant effect on the Effectiveness of Budget Absorption at Regional Office XI of the State Civil Service Agency. The research results show the same results as the formulated Hypothesis (H4), namely Budget Planning has a significant effect on the Effectiveness of Budget Absorption. This means that detailed budget planning is in accordance with the plan for withdrawing funds. Then the implementation and changes to planned activities are carried out in accordance with the policy. These results are in line with the research findings of Ferdinan, Isnurhadi, Widiyanti, Adam (2020) which states that Budget Planning has a positive and significant effect on the Effectiveness of Budget Absorption.

The Influence of Financial Administration on Budget Absorption at Office XI of the State Civil Service Agency

Financial Administration has a significant effect on the Effectiveness of Budget Absorption at Regional Office XI of the State Civil Service Agency. The results of the study show the same results as the formulated Hypothesis (H5), namely Financial Administration has a significant effect on the Effectiveness of Budget Absorption. This means that information related to financial administration has been given clearly. These results are in line with the research findings of Putra, Kennedy, Zarefar (2020), and Yanuari, Hasan, Rasuli (2019) which state that administration has a positive and significant effect on the effectiveness of budget absorption.

Effect of Procurement of Goods/Services on Budget Absorption at Office XI of the State Civil Service Agency

Procurement of goods/services has a significant effect on the effectiveness of budget absorption at the XI Regional Office of the State Civil Service Agency. The results of the study show the same results as the formulated Hypothesis (H6), namely the Procurement of Goods/Services has a significant effect on the Effectiveness of Budget Absorption. This means that each employee can request supplies according to work needs. These results are in line with the research findings of Lestari, Yuliani (2022), and Kathryn, Rohendi (2019) which state that the Procurement of Goods/Services has a positive and significant effect on the Effectiveness of Budget Absorption.

The Effect of Organizational Commitment on the Effectiveness of Budget Absorption at Office XI of the State Civil Service Agency

Organizational Commitment has a significant effect on the Effectiveness of Budget Absorption at Regional Office XI of the State Civil Service Agency. The results of the study show the same results as the formulated Hypothesis (H7), namely Organizational Commitment has a significant effect on the Effectiveness of Budget Absorption. This means that each employee can request supplies according to work needs. These results are in line with the research findings of Lestari, Yuliani (2022), and Kathryn, Rohendi (2019) which state that Organizational Commitment has a positive and significant effect on the Effectiveness of Budget Absorption.

The Effect of Organizational Commitment Moderating Budget Planning on the Effectiveness of Budget Absorption at Office XI of the State Civil Service Agency

Based on the results of the Sobel Test calculation, the Organizational Commitment score is 1.96, because the moderation value obtained is $1.96 < 2.00$ with a significance level of 5%, thus proving that Organizational Commitment is not able to mediate the effect of Budget Planning on Budget Absorption at the XI Regional Office of the Agency State Civil Service. This result is in line with the research findings of Marsontio, Basri and Ratnawaty (2022), and Sirin, Indarto, Saddewisasi (2020) which state that Organizational Commitment does not strengthen the influence of Budget Planning on Budget Absorption.

The Effect of Organizational Commitment Moderating Financial Administration on the Effectiveness of Budget Absorption at Office XI of the State Civil Service Agency

Based on the results of the Sobel test calculation, the Organizational Commitment score is -2.02, because the moderation value obtained is $-2.02 < 2.00$ with a significance level of 5%, thus proving that Organizational Commitment is unable to mediate the influence of Financial Administration on Budget Absorption at Regional Offices XI State Civil Service Agency. These results are in line with the research findings of Marsontio, Basri and Ratnawaty (2022) which state that Organizational Commitment does not strengthen the effect of Financial Administration on Budget Absorption.

The Effect of Organizational Commitment Moderating the Procurement of Goods/Services on the Effectiveness of Budget Absorption at Office XI of the State Civil Service Agency

Based on the results of the Sobel test calculation, the Organizational Commitment score is 1.96, because the moderation value obtained is $1.96 < 2.00$ with a significance level of 5%, thus proving that Organizational Commitment is not able to mediate the effect of the Procurement of Goods/Services on Budget Absorption in Regional Offices XI State Civil Service Agency. These results are in line with the research findings of Marsontio, Basri and Ratnawaty (2022) which state that Organizational Commitment does not strengthen the effect of Procurement of Goods/Services on Budget Absorption.

CLOSING

Conclusion

1. Budget Planning has a significant effect on Organizational Commitment at Regional Office XI of the State Civil Service Agency.
2. Financial Administration has a significant effect on Organizational Commitment at Regional Office XI of the State Civil Service Agency.
3. Procurement of goods/services has a significant effect on Organizational Commitment at Regional Office XI of the State Civil Service Agency.
4. Budget planning has a significant effect on budget absorption at the XI Regional Office of the State Civil Service Agency.
5. Financial Administration has a significant effect on Budget Absorption at Regional Office XI of the State Civil Service Agency.
6. Procurement of Goods/Services Budget has a significant effect on the Absorption of the Budget at Regional Office XI of the State Civil Service Agency.
7. Organizational Commitment has a significant effect on Budget Absorption at Regional Office XI of the State Civil Service Agency.
8. Organizational Commitment does not mediate the relationship between budget planning and Budget Absorption.
9. Organizational Commitment does not mediate the relationship between Financial Administration and Budget Absorption.
10. Organizational Commitment does not mediate the relationship between the Procurement of Goods/Services and Budget Absorption.

Suggestion

1. To be able to maximize budget absorption by improving the quality of budget preparation planning in terms of prioritizing activity planning and ensuring that budget preparation is based on complete,

accurate data and is also based on actual needs. Implementation of the budget also continues to improve its quality through regular evaluation of the progress of activities and finances that have been planned in order to be able to identify and encourage acceleration of budget absorption every month or quarter. Furthermore, it is necessary to increase organizational commitment through the involvement of all parties in the budgeting process and create a good bureaucratic environment by establishing good coordination between employees and the need for reward and punishment.

2. For future researchers, it is necessary to add independent variables so that the ability of the independent variables can approach one hundred percent of the dependent variables such as budget implementation variables, budget participation and clarity of budget goals.

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