

## ANALYSIS OF THE FACTORS CAUSING TO BUDGET DISBURSEMENT AT THE END OF THE BUDGET YEAR (STUDY AT UNIVERSITAS NEGERI SEMARANG)

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### ABSTRACT

*The purpose of this study was to analyze the effect of budget planning, human resource competence, procurement of goods/services and organizational commitment on budget absorption. The approach used in this research is a quantitative approach. The data used in this research is primary data through questionnaires to respondents. The sample in this study was 99 employees who worked at Semarang State University. This study uses the SmartPLS analysis tool version 3.3.9. The results of the study show that budget planning, human resource competence, procurement of goods/services and organizational commitment have a positive effect on budget absorption.*

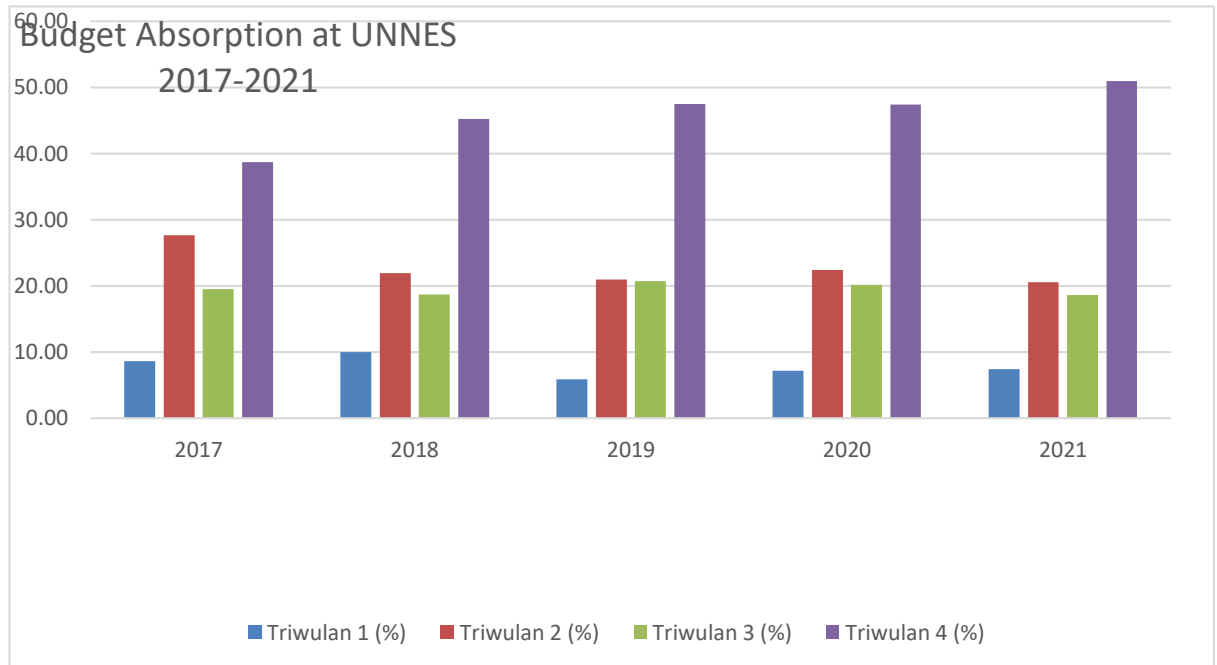
**Keywords:** *budget absorption, budget planning, competence of human resources, procurement of goods/services, organizational commitment*

### INTRODUCTION

One of the classic problems faced by government agencies is budget absorption. Budget absorption in government agencies tends to accumulate at the end of the fiscal year, while at the beginning of the year budget absorption tends to be small. In general, the budget absorption plan is already on page III of the Budget Implementation Entry List (DIPA) for each Work Unit, but the implementation is less than optimal and far from the plan for withdrawing funds.

The slow absorption of the national budget will cause economic losses for the country. Slow budget absorption can result in state losses economically because the State General Treasurer (BUN) has provided funds in accordance with the fund withdrawal plan listed on page III of the DIPA, if many work units do not carry out the fund withdrawal plan in the DIPA, of course there will be a lot of *idle cash* and cannot be used to increase economic growth (Zaenudinsyah, 2016).

In a narrower scope, the problem of accumulating budget disbursements at the end of the fiscal year also occurs at UNNES. Based on data from SPAN monitoring, budget absorption at UNNES from 2017-2021 tends to accumulate at the end of the fiscal year.



Source: processed data, 2022

**Figure 1 UNNES 2017-2021 Budget Realization**

Based on the figure above, it shows that the disbursement of the budget that occurred at UNNES accumulated in the 4th quarter starting from 2017-2021. In the 1st quarter, the average budget absorption was not above 10% from 2017-2021. Meanwhile, if you look at budget absorption in the fourth quarter, budget absorption was above 40% to 50%. This is certainly a bad record for UNNES because it is unable to properly implement budget disbursement.

UNNES as a Work Unit of the Public Service Agency (BLU) is actually given more authority in managing budgets originating from Non-Tax State Revenues (PNBP) where UNNES can directly use the budget according to plan without having to report to the KPPN first. However, based on monitoring of BLU Income and Expenditure Authorization Letters, this is also not too different and tends to accumulate at the end of the fiscal year.

In fact, there have been several researchers who have conducted research on the factors causing low absorption of the budget and tend to accumulate at the end of the fiscal year. Among them is the research of Ardianne, *et al.*, (2020), Koriatmaja *et al.*, (2020), Putri *et al.*, (2021) and Zaenudinsyah, (2016). However, the results are not consistent, so it is interesting to do research again by focusing on the object of research at UNNES, which is the BLU Working Unit which is actually given more flexible authority in financial management.

Based on some previous research, there are actually many factor that influence the absorption of the budget at the end of the fiscal year. However, the dominant factors and pre-survey results indicate that budget planning, human resource competence, procurement of goods/services and organizational commitment are strong factors influencing budget absorption.

The results of research by Koriatmaja *et al.*, (2020), Putri *et al.*, (2021), Lannai & Asbi (2020), Sari *et al.*, (2019) and Oktaria *et al.*, (2020) found that budget planning has a positive effect on

budget absorption. In contrast to the research results of Sirin *et al.*, (2020) which found that budget planning has a negative effect on budget absorption. Other results are also shown by research by

Ardianne *et al.*, (2020) and Salwah (2019) found that budget planning has no effect on budget absorption.

The results of research by Rahmawati *et al.*, (2021), Sari (2021) and Saprudin (2018) found that human resource competence has a positive effect on budget absorption. In contrast to the results of research conducted by Dewi *et al.*, (2017) found that human resource competence has a negative effect on budget absorption. Other results are shown by research by Ardianne *et al.*, (2020) which found that human resource competence has no effect on budget absorption.

The results of research by Koriatmaja *et al.*, (2020), Ruwaida *et al.*, (2015) and Ramadhani & Setiawan (2019) found that the procurement of goods/services has a positive effect on budget absorption. In contrast to Putri *et al.*, (2021) which found the procurement of goods/services had a negative effect on budget absorption. Other results are shown by Nugroho dan Alfarisi (2017) which found that the procurement of goods/services does not affect budget absorption.

The results of Lannai dan Asbi (2020) Kennedy *et al.*, (2020) and Yanuariza *et al.*, (2019) found that organizational commitment has a positive effect on budget absorption. The research results of Alumbida *et al.*, (2019) found that organizational commitment has no effect on budget absorption.

Based on the differences in the results of previous studies and cases at UNNES regarding the problem of accumulating budget absorption at the end of the fiscal year, this study will focus on the factors causing the accumulation of budget absorption. These factors include budget planning, human resource competency, procurement of goods/services and organizational commitment.

## **THEORETICAL FOUNDATION AND HYPOTHESIS DEVELOPMENT**

### **Theoretical Basis**

#### **Budget Absorption**

Budget absorption is an indicator that shows the success of programs or policies that have been previously planned for a certain period (Ramadhani dan Setiawan, 2019). Budget absorption in a government agency is often used as a reference for performance evaluation. If budget absorption is above 90% at the end of the fiscal year and proportionate every month, it can be said that what has been planned has been carried out properly. Budget absorption in government agencies can be measured by comparing the budget ceiling with actual spending in a period.

#### **Budget Planning**

Budget Planning is the initial process in the budget implementation period in government agencies. According to Sirin *et al.*, (2020) budget planning is an important element in an organization. Budget planning describes the work plan to be implemented in the coming period. Good budget planning is very necessary for government agencies so that the implementation of programs and activities that have been prepared does not encounter obstacles, so that the budget can be absorbed effectively and on time.

#### **Competency of Human Resources**

Human resources are the driving wheel for an organization to achieve organizational goals. Adequate human resource competence can assist the organization in achieving its goals. The link in budget absorption is that the more qualified human resources in an organization will be more

helpful in implementing budget execution so that budget absorption will also be more proportional. According to Sholihah *et al.*, (2015) human resource competence is a very important element in improving organizational services to public needs. Therefore, there are two fundamental elements related to human resource development, namely the level of education and skills possessed by employees/workers.

### **Procurement of goods/services**

Based on Presidential Regulation Number 12 of 2021, procurement of goods/services is an activity of procuring goods/services carried out by Ministries/Institutions/Regional Apparatuses financed by the APBN/APBD, the process of which starts from identification of needs, to the handover of goods. The process of procuring goods/services is often an obstacle to low absorption of the budget. Government agencies generally have goods and capital expenditures that must use the goods/services procurement mechanism, whether the value is large or small. This is what often becomes an obstacle to absorption of the accumulated budget at the end of the fiscal year because the process of procuring goods/services is more complex and involves many technical officials.

### **Organizational Commitment**

Organizational commitment according to Fitri *et al.*, (2013) is how far employees are attached to the organization and its goals, and intend to maintain membership in the organization. The more employees who have organizational commitment in an organization will make it easier to achieve organizational goals because they support the steps taken by the organization. According to Fitri *et al.*, (2013) organizational commitment is the level of employee willingness to stay in an organization in achieving organizational goals. The organization referred to here is the UNNES Work Unit.

## **HYPOTHESIS DEVELOPMENT**

### **Effect of Budget Planning on Budget Absorption**

Budget planning is the initial process in budget execution. The stages of budget execution start from budget planning, budget execution and reporting. Budget planning is carried out in accordance with the targets to be achieved by the organization. The better the work unit's budget planning, the easier it will be to achieve the performance to be achieved. It will also have an impact on the absorption of the budget achieved because the planning is good.

The results of research conducted by Koriatmaja *et al.*, (2020), Putri *et al.*, (2021), Lannai dan Asbi (2020), Sari *et al.*, (2019) and Oktaria *et al.*, (2020) found that budget planning has a positive effect on budget absorption. Good budget planning will affect the absorption of a proportional budget in accordance with the planning that was done at the beginning.

### **H1: Budget planning has a positive effect on budget absorption**

### **The Effect of Human Resource Competence on Budget Absorption**

Human resource competence is an important component in an organization. Human resources are the driving force of an organization. Organizations that have quality human resources will find it easier to implement their goals. In this case the Work Unit will find it easier to achieve budget absorption if it is supported by adequate quality human resources.

The research results of Rahmawati *et al.* (2021), Sari (2021) and Saprudin (2018) found that human resource competence has a positive effect on budget absorption. The better the

competence of human resources working in the departments directly involved in the budget disbursement process, the faster the absorption of the budget will be.

**H2: Human Resource Competence Has a Positive Effect on Budget Absorption**

**Effect of Procurement of Goods/Services on Budget Absorption**

Goods/services procurement is an activity of procuring goods/services carried out by Ministries/Institutions/Regional Apparatuses financed by the APBN/APBD whose process starts from identification of needs to the handover of goods. A good process of procuring goods/services will have an impact on accelerating budget absorption.

The results of research by Koriatmaja *et al.*, (2020), Ruwaida *et al.*, (2015) and Ramadhani and Setiawan (2019) found that the procurement of goods/services has a positive effect on budget absorption. The results of this study indicate that if the goods/services procurement process is carried out according to procedures and is effective, it will have an impact on accelerating budget absorption in the Work Unit.

**H3: Procurement of goods/services has a positive effect on budget absorption**

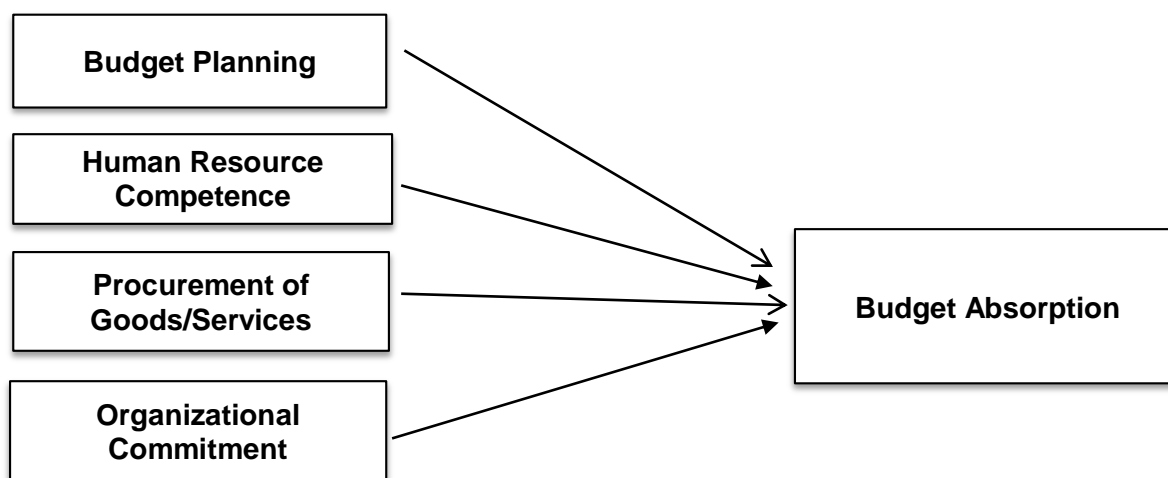
**The Effect of Organizational Commitment on Budget Absorption**

Organizational commitment is an employee's belief that has the value and desire to remain a member of the organization. Strong organizational commitment will cause individuals to try to achieve organizational goals, think positively and try to do the best for the organization. This happens because individuals in the organization will feel they belong to the organization.

The results of research by Lannai dan Asbi (2020), Kennedy *et al.*, (2020) and Yanuariza *et al.*, (2019) found that organizational commitment has a positive effect on budget absorption. Employees who have strong organizational commitment will carry out their duties and responsibilities in accordance with the wishes of the organization. If the Work Unit has a goal so that budget absorption can be fast, employees will carry out according to the goals of the Work Unit.

**H4: Organizational Commitment Has a Positive Effect on Budget Absorption**

**Research Framework**



**Figure 2 Research Framework**

## RESEARCH METHOD

### Types of Research, Population and Sampling Techniques

This research is a quantitative study using primary data. Primary data obtained directly by distributing questionnaires to respondents directly. The population in this study were employees involved in the budget disbursement process at UNNES. The total population in this study were 109 employees. Meanwhile, the sampling technique in this study used a census technique in which all populations were used as research samples. The data analysis technique used in this study uses *Structural Equation Modeling* (SEM) using the SmartPLS application version 3.3.9.

Table 1. Population Distribution Based on Position/Duty

No	Position	Amount
1	Commitment Making Officer	14
2	Commitment Making Officer Staff	28
3	Expenditure Treasurer	1
4	Assistant Expenditure Treasurer	13
5	Finance Sector Sub-Coordinator	11
6	Procurement Officer	8
7	Finance Staff	26
8	UKPBJ Staff	8
Total		109

Source: Data is processed, 2022

### Research Variables

The research variables in this study consisted of the dependent variables and independent variables. The dependent variable in this study is budget absorption. Meanwhile, the independent variables in this study consist of budget planning, HR competence, procurement of goods/services and organizational commitment.

Variable measurement in this study uses a *Likert* where each question/statement is given points consisting of:

1. Strongly Disagree
2. Disagree
3. Netral
4. Agree
5. Strongly Agree

### Budget Absorption (Y)

Budget absorption according to *Yanuariza et al.* (2019) is the achievement of an estimate to be achieved during a certain period of time seen at a certain moment (realization of the budget). The measurement of budget absorption variables adopts Alimuddin (2018) which consists of five questions or indicators.

### Budget Planning (X1)

Budget planning is a statement regarding the estimated performance to be achieved during a certain period of time which is expressed in *financial* (Salwah, 2019). The measurement of budget planning variables in this study adopts the research of Zulaikah and Burhany (2019) which uses six indicators or questions.

### Human Resources Competency (X2)

Human resource competence is a capacity that exists in a person who can make that person able to fulfill what is required by work in an organization so that the organization is able to achieve the expected results (Dewi et al., 2017). The measurement of human resource competency variables in research adopts Rahmayani (2018) which uses 5 indicators or research questions.

### Procurement of goods/services (X3)

Procurement of goods/services based on Presidential Regulation Number 12 of 2021 is an activity to obtain goods/services whose process starts from identifying needs until all activities are completed to obtain government goods/services. The measurement of goods/services procurement variables adopts research by Nugroho and Alfarisi (2017) using 6 indicators or questions.

### Organizational Commitment (X4)

Organizational commitment is a strong belief and support from employees for the values and goals that the organization wants to achieve (Dewi et al., 2017). Measurement of organizational commitment variables adopts Alimuddin (2018) by using 4 question indicators.

## RESULTS OF ANALYSIS AND DISCUSSION

### Results of Analysis

#### Descriptive Analysis

Based on the results of distributing questionnaires to 109 respondents, the number that can be processed is a total of 99 questionnaires. While the remaining 10 do not fill in and are not complete. In more detail the data distribution of respondents will be presented in the following table.

**Table 2. Respondent Data**

Information	Number of Persons	Percentage (%)
<b>Gender</b>		
Male	42	43.48
Female	57	56.52
<b>TOTAL</b>	99	100
<b>Education</b>		
SMA/SMK	5	5.05
D3/D4	9	9.09
S1	61	61.62
S2	13	13.13
S3	11	11.11

Source: Data processed, 2022

Based on table 2, the number of male respondents is 42 people while the female respondents are 57 people. Meanwhile, when viewed from the level of education, the number of respondents with high school/vocational high school education was 5 people, 9 people with D3/D4, 61 people with S1, 13 people with Master and 11 doctoral degrees.

### Instrument Testing

Instrument testing is carried out to determine the level of validity and reliability of an instrument used to measure research variables. According to (Ghozali, 2011) to test research instruments, *convergent validity*, discriminant validity and *composite reliability*. This test uses SmartPLS version 3.3.9

#### 1. Convergent Validity

Based on table 3 all indicators used to measure all variables are valid because the *outer loading* is above 0.7.

**Table 3 Outer Loading**

Variable	Indicator	Outer Loading	Conclusion
Budget Absorption	PA1	0,816	Valid
	PA2	0,833	Valid
	PA3	0,893	Valid
	PA4	0,890	Valid
	PA5	0,945	Valid
Budget Planning	Per_Angg1	0,776	Valid
	Per_Angg2	0,857	Valid
	Per_Angg3	0,889	Valid
	Per_Angg4	0,785	Valid
	Per_Angg5	0,760	Valid
	Per_Angg6	0,833	Valid
<b>Human Resources Competency</b>	SDM1	0,846	Valid
	SDM2	0,830	Valid
	SDM3	0,773	Valid
	SDM4	0,808	Valid



<b>Procurement of goods/services</b>	SDM5	0,841	Valid
	Brg_Jasa1	0,913	Valid
	Brg_Jasa2	0,919	Valid
	Brg_Jasa3	0,940	Valid
	Brg_Jasa4	0,853	Valid
	Brg_Jasa5	0,878	Valid
<b>Organizational Commitment</b>	Brg_Jasa6	0,906	Valid
	KO1	0,725	Valid
	KO2	0,943	Valid
	KO3	0,899	Valid

Source: Processed data, 2022

## 2. Discriminant Validity

Based on the output of SmartPLS 3.3.9 in table 3, the *Average Variance Extracted (AVE)* value of all variables has a value above 0.5 so that it can be said that all indicators to measure all valid variable

## 3. Composite Reliability

Based on the output of SmartPLS 3.3.3 in table 4, the value of *Cronbach's Alpha* and *Composite Reliability* is above 0.7 so that it can be said that all variables are reliable.

**Table 4. Value of Cronbach's Alpha, Composite Reliability and Average Variance Extracted**

Variabel	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Budget Absorption	0,924	0,943	0,768
Budget Planning	0,901	0,924	0,669
Human Resources	0,879	0,911	0,673
Competency	0,954	0,963	0,813
Procurement of goods/services	0,822	0,894	0,741
Organizational Commitment			

Source : Processed data, 2022

### Testing Inner Model

Testing *Inner* aims to find out how well the model is made. One way to test the structural model is by looking at the coefficient of determination index ( $R^2$ ). Based on table 5, the *R Square* 0.662 and the *R Square Adjusted* is 0.648. So, it can be explained that all the exogenous constructs of budget planning, HR competency, procurement of goods/services and organizational commitment to budget absorption are simultaneously 0.662 or 66.2%. Meanwhile, for the *R Square Adjusted* of 0.648 or 64.8%, the influence of budget planning, HR competence, procurement of goods/services and organizational commitment to budget absorption is in the moderate category because the values are less than 0.67 and more than 0.33.

**Table 5. Value R Square**

Independent Variable	R Square	R Square Adjusted
Budget Absorption	0.662	0.648

Source: Data processed, 2022

### Research Results

Based on table 6, hypotheses 1, 2, 3 and 4 are accepted because the *P value* is significantly below 0.05, namely each H1 is 0.000, H2 is 0.013, H3 is 0.000 and H4 is 0.000. The *original sample* values also show all positive values so that it can be concluded that all hypotheses are accepted.

**Table 6. Hypothesis Test**

Hasil	Original Sample (O)	T Statistics	P Values	Kesimpulan
Budget Planning -> Budget Absorption	0,308	4,588	0,000	<b>H1 Accepted</b>
HRC -> Budget Absorption	0,210	2,504	0,013	<b>H2 Accepted</b>
Procurement -> Budget Absorption	0,387	6,328	0,000	<b>H3 Accepted</b>
OC -> Budget Absorption	0,315	4,169	0,000	<b>H4 Accepted</b>

Source: Data processed, 2022

## Discussion

### Effect of Budget Planning on Budget Absorption

Based on table 6, it shows that the *p value* of budget planning on budget absorption is significantly below 0.05, which is 0.000. The *original sample* also shows a positive relationship because it has a value of 0.308. This shows that budget planning has a positive effect on budget absorption.

These results are consistent with research conducted by Koriatmaja *et al.*, (2020), Putri *et al.*, (2021), Lannai dan Asbi (2020), Sari *et al.*, (2019) and Oktaria *et al.*, (2020) who found that budget planning has a positive effect on budget absorption. Good budget planning will increase the amount of budget absorption proportionally each month and not accumulate at the end of the fiscal year.

Good budget planning can be implemented if the implementation is carried out with the participation of all parties involved, supported by a level of accuracy of data, according to budget planning procedures, preparing performance-based budgets, revising the budget if the program is not relevant and budget planning is carried out in accordance with reasonable time norms.

### Effect of Human Resource Competence on Budget Absorption

Based on table 6, it shows that the *p value* of human resource competency on budget absorption is significantly below 0.05, which is 0.013. The *original sample* also shows a positive relationship because it has a value of 0.210. This shows that human resource competence has a positive effect on budget absorption.

These results are in accordance with research conducted by Rahmawati *et al.* (2021), Sari (2021) and Saprudin (2018) who found that human resource competence has a positive effect on budget absorption. The more competent human resources a work unit has, the faster it will process budget disbursement so that budget absorption will be completed as planned.

To compile or improve the competence of human resources in the field of finance, it must include at least five things. First, human resources must understand their main duties, function and duties. Second, employees must understand the procedure and process of budget disbursement. Third, employees must understand the policies and systems of financial management. Fourth, employees must work in accordance with established systems and procedures. Fifth, employees must be firm against interventions that violate the rules.

### Effect of Procurement of Goods/Services on Budget Absorption

Based on table 6, it shows that the *p value* of procurement of goods/services on budget absorption is significantly below 0.05, which is 0.000. The *original sample* also shows a positive relationship because it has a value of 0.387. This shows that the procurement of goods/services has a positive effect on budget absorption.

These results are consistent with research conducted by Koriatmaja *et al.*, (2020), Ruwaida *et al.*, (2015) dan Ramadhani and Setiawan (2019) who found that procurement of goods/services has a positive effect on budget absorption. A good and systematic process of procuring goods/services will speed up the budget disbursement process.

According to Elim *et al.*, (2018) the process of procuring goods and services that are effective and efficient will facilitate the process of absorbing the budget, and have an impact on the payment mechanism (budget disbursement). Effective procurement of goods/services can run well if the procurement planning process is carried out properly, the budgeting for the

procurement of goods/services is adjusted to the targets to be achieved, the Internal Supervisory Unit (SPI) monitors and evaluates the procurement process, the procurement of goods/services is carried out by in an open manner, the procurement of goods/services is carried out in accordance with applicable regulations and employees involved in the process of procuring goods/services are aware of the regulations in the process of procuring goods/services.

### **The Effect of Organizational Commitment on Budget Absorption**

Based on table 6, it shows that the *p value* of organizational commitment to budget absorption is significantly below 0.05, which is 0.000. The *original sample* also shows a positive relationship because it has a value of 0.315. This shows that organizational commitment has a positive effect on budget absorption.

These results are consistent with research conducted by dilakukan Lannai dan Asbi (2020), Kennedy *et al.*, (2020) and Yanuariza *et al.*, (2019) which found that organizational commitment has a positive effect on budget absorption. The more employees who have organizational commitment in an organization, it will be easier for them to achieve organizational goals, especially in the budget absorption process.

According to Yanuariza *et al.*, (2019) employees who are committed to achieving goals will be able to work hard to achieve them, place organizational interests above their personal interests and fully support the values and goals to be achieved by the organization.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

Based on the results of hypothesis testing, it can be concluded that budget planning, human resource competence, procurement of goods/services and organizational commitment have a positive effect on budget absorption.

### **Recommendations**

This study is limited to a small number of samples and a research model that replicates previous studies. It is hoped that further research can use more samples by expanding the research object. In addition, future research is expected to be able to use or develop other research models such as combining quantitative and qualitative research methods.

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