

Influences of Budget Commitments and Incentive Systems to Managerial Performance Mediated by Budget Participation (Study at The Provincial Inspectorate Office of North Sulawesi Province)

Janne Christiana Charolien Moray

Master of Management Program, Faculty of Economics and Business
Sam Ratulangi University, Indonesia
janeemoray@gmail.com

Ivonne S. Saerang

Master of Management Program, Faculty of Economics and Business
Sam Ratulangi University, Indonesia
ivonesaerang@unsrat.ac.id

Lucky O.H Dotulong

Master of Management Program, Faculty of Economics and Business
Sam Ratulangi University, Indonesia
luckydotulong@unsrat.ac.id

ABSTRACT

Indonesia, which is now in the era of industrial revolution 4.0, is experiencing significant changes in various aspects of life, including in the government sector. This era, known as the era of digital technology, brings us into a transitional state of technological revolution which will fundamentally change lifestyles, ways of working and organizational relationships in dealing with each other. This shift has had a positive impact on the government, causing increased effectiveness and efficiency in services. Apart from that, preparing budgets and financial reports is easier to access because it is web-based. Government performance reporting also becomes more transparent and accountable because it is presented via the government web platform. The aim of this research is to analyze budget commitment and incentive system on managerial performance is mediated by budget participation in the North Sulawesi Provincial Inspectorate. The data analysis technique used is path analysis using the SPSS 25 application. The sampling technique uses purposive sampling technique. The sample for this research was ASN for Certain Functional Officials (Auditors and P2UPD) in the Regional Inspectorate of North Sulawesi Province, totaling 100 respondents. The research results show budget and system commitment incentives influence budget participation at the North Sulawesi Provincial Inspectorate. Meanwhile, budget commitment and incentive systems influence managerial performance at the North Sulawesi Provincial Inspectorate. Although budget participation can act as a mediator between budget commitment and managerial performance, however, this mediating role does not occur in the relationship between the incentive system and managerial performance at the North Sulawesi Provincial Inspectorate.

KEYWORDS: Budget Commitment, Incentive System, Budget Participation, Managerial Performance

INTRODUCTION

Background

Indonesia, which is currently in the era of industrial revolution 4.0, has brought about many shifts in various aspects of life, including the government sector. This era, known as the era of digital technology, brings us to a transitional state of technological revolution which will fundamentally change the way organizations live, work and relate to each other. This shift has had a good impact on the government, services that are more effective and efficient, preparation of budgets and financial reports that are easy to access because they are web-based. Government performance reporting will be more transparent and accountable because it has been made on the government website.

Regional autonomy is a very important policy for Indonesia. In Law No. 23 of 2014 concerning regional government, regional autonomy is the right, authority and obligation of regions to regulate and manage the government in the interests of the community. Regional independence is reflected in regional autonomy which is able to manage its financial resources to be able to build dignified economic independence and be able to compete fairly with other regions. In the sense of transparent and accountable regional financial management based on the human resources they have. Therefore, careful planning is needed, both human resource planning and budget planning. According to Giusti et al., (2018), a budget is a tool that helps in the planning and coordination process of future activities to achieve goals. However, it is not limited to a planning tool but also as advice and infrastructure for government officials related to the government's commitment to accountability towards the public.

Some related problems that are the focus of research include: Lack of budget commitment This problem is related to disagreement and lack of managerial commitment to the budget. This can hinder motivation to achieve expected results and have a negative impact on managerial performance. The effectiveness of incentive systems in encouraging superior managerial performance is a major concern. The right incentive system can be an encouragement for managers to achieve organizational goals optimally. Budget participation at the North Sulawesi Province Regional Inspectorate level is also a relevant issue. Low budget participation can reduce manager involvement in achieving budget goals and implementing incentive systems. The mediating role of budget participation in the relationship between budget commitment, incentive systems and managerial performance is an important aspect that will be explored in this research.

In the background of this research, several theories provide an important basis for understanding the relationship between the variables studied regarding budget commitment theory. This theory emphasizes that a strong commitment to the budget will encourage managers to work harder to achieve the targets that have been set. Budgets have two important roles in an organization. Firstly, it acts as a planning tool, and secondly it acts as a control tool. As an action plan, a budget can be used to control the activities of an organization or organizational unit by comparing the actual results achieved with the established plans(Lalli, 2022). Incentive System Theory is the role of incentives in encouraging high performance from individuals or groups(Mathis and Jackson, 2021). The implementation of an effective incentive system in an organization influences the level of effort and dedication of managers in achieving better performance(Bedford et al, 2023). Therefore, in this research, incentive systems will be identified and analyzed to assess their effect on managerial performance. Budget participation theory is a relevant theory because it raises mediation mechanisms between budget commitment, incentive systems, and managerial

performance. Budget participation is an opportunity for a subordinate to participate in the budget preparation process in an organization. (Muchlisin Riadi, 2022).

In the background of this research, several previous studies have examined the relationship between budget commitment, incentive systems, budget participation, and managerial performance. For example, research conducted by Silva et al (2022) in the context of real estate companies, it was found that the research results show that participation in the budget preparation process has an impact on employee performance through budget commitment, trust and job satisfaction. These findings provide initial evidence about the importance of budget commitment in improving managerial performance, which is relevant for this research. In addition, research by Maestrini et al (2018) Regarding agency theory, it emphasizes the importance of incentive systems in reducing agency conflicts between owners and managers. An appropriate incentive system can encourage managers to behave in accordance with the interests of owners, thereby improving overall organizational performance. In the context of your research, an exploration of the incentive system at the Regional Inspectorate of North Sulawesi Province can provide insight into how implementing an appropriate incentive system can improve managerial performance through reducing agency conflicts.

Measuring achievements in 2022 is an integral component of the implementation of Annual Performance Accountability by the Regional Inspectorate of North Sulawesi Province. The following is Table 1.1 targets and performance achievements as well as follow-up to findings by APIP as follows:

Table 1. Target and Actual Performance of Follow-up to APIP Findings in 2022

Year	Performance Indicators	Target	Realization	Achievements (%)
2022	Percentage of Follow-up on APIP Findings	100%	73.89%	74%

Source: North Sulawesi Provincial Inspectorate Performance Report, 2022

Based on table 1, the Regional Inspectorate of North Sulawesi Province has a target to achieve a percentage of 100% in the Follow-up on Findings from APIP. However, the actual percentage of Follow-up Findings only reached 73.89%, below the target set at 100%. This success of less than 75% is caused by a lack of attention to employee performance.

The research object, namely the Regional Inspectorate of North Sulawesi Province, is faced with a number of problems related to budget management and managerial performance. First, the problem that may be faced is a lack of budget commitment among managerial circles. Uncertainty in budget commitments can lead to inefficient resource allocation and have a negative impact on overall managerial performance. The second problem that may be faced is the lack of effectiveness of the incentive system in encouraging superior managerial performance. If the incentive system implemented is not in accordance with the needs and managerial characteristics of the Regional Inspectorate of North Sulawesi Province, this could result in a lack of motivation and appreciation for managers who excel. In addition, a lack of transparency and fairness in the incentive system can also cause dissatisfaction and a lack of engagement by managers towards the organization. Then, the third relevant issue is related to the level of budget participation in the Regional Inspectorate of North Sulawesi Province. Budget participation includes manager involvement in the planning and budget preparation process. If budget participation is low, managers may feel less ownership and less involvement in achieving the budget and implementing the incentive system. This can reduce the

relationship between the variables studied, namely budget commitment, incentive systems and managerial performance. Finally, a related issue is the mediating role of budget participation in the relationship between budget commitment, incentive systems, and managerial performance. If budget participation is ignored as a mediator in the research model, its potential influence on the relationships between variables may not be well revealed. Therefore, it is important to understand how budget participation can mediate the effects of budget commitment and incentive systems on managerial performance.

Based on the gap and research title, this research lies in implementing a comprehensive relationship model between budget commitment, incentive system, budget participation, and managerial performance together at the Regional Inspectorate of North Sulawesi Province. This research will provide a significant contribution in expanding the literature on budget management and managerial performance in the public sector, especially in Regional Inspectorates which play an important role in monitoring and managing Regional Government finances. Based on the background above, this research takes the title: The Effect of Budget Commitment and Incentive Systems on Managerial Performance Mediated by Budget Participation (Study at the Regional Inspectorate of North Sulawesi Province).

Research purposes

1. To analyze the influence of budget commitment on managerial performance at the Regional Inspectorate of North Sulawesi Province.
2. To analyze the influence of the incentive system on managerial performance at the Regional Inspectorate of North Sulawesi Province.
3. To analyze the influence of the incentive system on budget participation in the Regional Inspectorate of North Sulawesi Province.
4. To analyze the influence of budget commitment on budget participation in the Regional Inspectorate of North Sulawesi Province.
5. To analyze the effect of budget participation on managerial performance in the Regional Inspectorate of North Sulawesi Province.
6. To analyze budget participation as a mediator in the relationship between budget commitment and managerial performance at the Regional Inspectorate of North Sulawesi Province.
7. To analyze budget participation as a mediator in the relationship between the incentive system and managerial performance at the Regional Inspectorate of North Sulawesi Province.

LITERATURE REVIEWS

Human Resource Management

Marwansyah (2019) states that human resource management is the utilization of human resources within an organization through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, providing compensation and welfare, occupational safety and health, and industrial relations. Sutrisno (2019) defines human resource management as the activities of planning, procuring, developing, maintaining and using human resources to achieve goals both individually and organizationally.

Budget Commitment

Commitment to the budget can be realized through participation in budget making, which can motivate and encourage determination to achieve these goals. The goals that have been set become specific standards in the tasks given. When a manager has a commitment to the budget, this will influence his managerial actions and performance, Hanafi and Haryanto (2017).

Incentive System

According to Hasibuan (2018) stated that incentives are additional remuneration given to certain employees whose achievements are above standard performance. This incentive is a tool used by supporters of fair principles in providing compensation. According to Mangkunegara (2019) suggests that incentives are a form of motivation expressed in the form of money on the basis of high performance and also a sense of recognition from the organization for employee performance and contribution to the organization (company).

Budget Participation

Budget participation can be defined as the level of involvement or active role of managers in budget preparation. The budget participation process reflects the individuals who are involved in preparing the budget and have an influence on the budget target as well as the need for recognition of the achievement of the budget target, Falikhatun (2018). Participation is also considered an effective way to align the objectives of the responsibility center with the overall objectives of the organization, Putranto (2019).

Managerial Performance

According to Wake Up (2019) also defines managerial performance as the process of assessing or evaluating employee performance. Performance measurement can be done using quantitative and qualitative methods. Quantitative measurements aim to achieve short-term goals, while qualitative measurements aim to achieve long-term goals (Affandi, 2018).

Previous Research

Research Model and Hypothesis

Research Model

To examine the influence of budget commitment and incentive systems on budget participation and managerial performance, see the picture below:

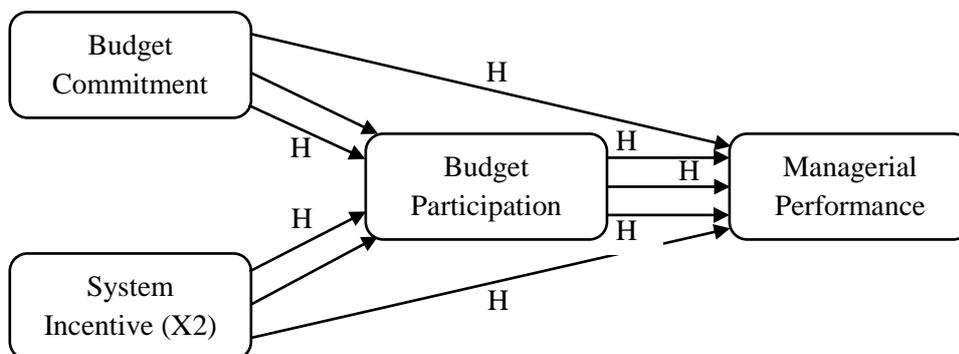


Figure 1. Research Model

Source: Data processing, 2023

Hypothesis

Based on the research model image above, the proposed research hypothesis is as follows:

- H1: It is suspected that there is an influence of budget commitment on budget participation at the Regional Inspectorate office of North Sulawesi Province.
- H2: It is suspected that there is an influence of the incentive system on budget participation at the Regional Inspectorate office of North Sulawesi Province.
- H3: It is suspected that there is an influence of budget commitment on managerial performance at the Regional Inspectorate office of North Sulawesi Province.
- H4: It is suspected that there is an influence of the incentive system on managerial performance at the North Sulawesi Province Regional Inspectorate office.
- H5: It is suspected that there is an influence of budget participation on managerial performance at the Regional Inspectorate office of North Sulawesi Province.
- H6: It is suspected that budget participation mediates the effect of budget commitment on Managerial Performance at the North Sulawesi Province Regional Inspectorate office.
- H7: It is suspected that budget participation mediates the influence of the incentive system on Managerial Performance at the North Sulawesi Province Regional Inspectorate office.

RESEARCH METHODS

This research uses a quantitative research approach. This approach was chosen because researchers seek to measure the relationship and influence of the variables studied objectively and generalize research findings to a wider population. (Creswell, 2018). Quantitative research is used to research certain populations or samples with the aim of testing predetermined hypotheses (Sugiyono, 2017).

Location and Place of Research

This research was conducted on employees of the Regional Inspectorate of North Sulawesi Province. Jl. 17 August (Teling) Manado North Sulawesi 95117.

Research Population and Sample

Purposive sampling is a sample determination technique with certain considerations in Sugiyono, (2016:85). The reason for using this purposive sampling technique is because it is suitable for use in quantitative research, or research that does not carry out generalizations according to Sugiyono, (2016:85). The sample taken in this research was ASN for Certain Functional Officials (Auditors and P2UPD) at the Regional Inspectorate of North Sulawesi Province, totaling 100 respondents.

Data analysis

Path analysis is a statistical method used to test cause-and-effect relationships between several variables in quantitative research, Hair et al., (2020). This method focuses on identifying and measuring the direct or indirect influence of one variable on another variable through the pathways formed. In the context of this research, path analysis is used to examine the influence of budget commitment and incentive systems on managerial performance, which is mediated by budget participation.

Research Instrument

According to Sugiyono (2018:93), the Likert scale is used as a measuring tool to measure attitudes, opinions and perceptions of individuals or groups towards social phenomena. The questionnaire or questionnaire used in this Likert scale has a checklist form. By using a Likert scale, the variables measured are broken down into indicator variables. These indicators are then used as a basis for designing instrument items, which can be statements or questions. In the Likert scale procedure, a number of questions are prepared with respondents' answer choices ranging from agree to strongly disagree, given appropriate weights.

RESEARCH RESULTS AND DISCUSSION

Research result

Of the 100 respondents who were sampled in this study, differences were made in the respondents' positions. The composition of respondents based on position is shown in table 2 below:

Table 2. Respondents by Position

Position	Employee
Main Expert	1
Associate	12
Young Expert	26
First Expert	20
Intermediate Expert Government	5
Young Expert Government	3
Middle Expert Government Affairs Organizer	14
Young Expert Government Affairs Organizer	15
First Organizer of Government Affairs	4
Total	100

Source: Data Processing (2023)

Normality Test Results

The data normality test in this study used the Kolmogrov-Smirnov test method, the results were as follows:

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		100
Normal Parameters, b	Mean	0.0000000
	Std. Deviation	0.40462190
Most Extreme Differences	Absolute	0.052
	Positive	0.041
	Negative	-0.052

Statistical Tests	0.052
Asymp. Sig. (2-tailed)	,200c,d

Source: Data processed by SPSS 25 (2023)

Based on Table 3. As is the basic guideline in the normality test on the one sample Kolmogorov Smirnov Test, it can be concluded that the value of Asymp.Sig. (2-tailed) has a value of $0.200 \geq 0.05$, so it is said that the residual is normally distributed.

I. PATH ANALYSIS

II. RESULTS OF FIRST SUB-STRUCTURAL PATH ANALYSIS

Table 4. Coefficients First Sub-Structural Path Equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,110	0.556		,793	,000
	Budget Commitment (X1)	0.321	0.100	0.303	,218	,002
	Incentive System (X2)	0.213	0.091	0.220	,336	,022

a. Dependent Variable: Budget Participation (Z)

Source: Data processed by SPSS 25 (2023)

Budget Commitment has a positive and significant effect on Budget Participation

Table 4 shows that competency has a beta coefficient of 0.321 with a significance level of $0.002 \leq 0.05$ and this means that budget commitment X1 has a positive and significant effect on budget participation. So hypothesis one (H1) which states that budget commitment has a positive and significant effect on budget participation is accepted/proven.

The Incentive System has a positive and significant effect on service quality

Table 4 shows that infrastructure has a beta coefficient of 0.213 with a significance level of $0.022 \leq 0.05$ and this means that the X2 incentive system has a positive and significant effect on budget participation. So hypothesis two (H2) which states that the incentive system has a positive and significant effect on budget participation is accepted/proven.

III.

IV. RESULTS OF THE SECOND SUB-STRUCTURAL PATH ANALYSIS

Table 5. Coefficients Second Sub-Structural Path Equation

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
-------	-----------------------------	---------------------------	---	------

		B	Std. Error	Beta		
1	(Constant)	0.175	0.448		.390	.697
	Budget Commitment (X1)	0.337	0.079	0.331	.286	.000
	Incentive System (X2)	0.407	0.070	0.437	.780	.000
	Budget Participation (Z)	0.216	0.076	0.225	.837	.006
a. Dependent Variable: Managerial Performance (Y)						

Source: Data processed by SPSS 25 (2023)

Budget commitment has a positive and significant effect on managerial performance

Table 5 shows that budget commitment has a beta coefficient of 0.337 with a significance level of $0.000 \leq 0.05$ and this means that budget commitment has a positive and significant effect on managerial performance. So hypothesis three (H3) which states that budget commitment has a positive and significant effect on managerial performance is accepted/proven.

The incentive system has a positive and significant effect on managerial performance

Table 5 shows that the incentive system has a beta coefficient of 0.407 with a significance level of $0.000 \leq 0.05$ and this means that the incentive system has a positive and significant effect on managerial performance. So the fourth hypothesis (H4) which states that the incentive system has a positive and significant effect on managerial performance is accepted/proven.

Budget participation has a positive and significant effect on managerial performance

Table 5 shows that budget participation has a beta coefficient of 0.216 with a significance level of $0.006 \leq 0.05$ and this means that budget participation has a positive and significant effect on managerial performance. So hypothesis five (H5) which states that budget participation has a positive and significant effect on managerial performance is accepted/proven.

Budget commitment has a significant effect on managerial performance mediated by budget participation

Based on the results of the Sobel test calculation above, the Z value is .0, because the Z value obtained is $2.0 \geq 1.96$ with a significance level of 5%, thus proving that budget participation is able to mediate the relationship between budget commitment and managerial performance. So hypothesis six (H6) which states that budget participation moderates the effect of budget commitment on managerial performance is accepted/proven.

The incentive system has a significant effect on managerial performance mediated by budget participation

Based on the results of the Sobel test calculation above, we get a Z value of 1.80, because the Z value obtained is $1.80 \leq 1.96$ with a significance level of 5%, it proves that budget participation is unable to mediate the relationship between the budget incentive system and managerial performance. So hypothesis seven (H7) which states that budget participation moderates the influence of the incentive system on managerial performance is rejected/not proven.

DISCUSSION

The effect of budget commitment on budget participation

Budget commitment has a positive and significant effect on budget participation, where the influence of variable X1 on Z has a sig value $(0.002) \leq (0.05)$. Therefore, H1 can be accepted. Thus, H1 which states that budget commitment influences budget participation is supported. It means, A high level of budget commitment from the managerial or organizational side can positively and significantly influence the level of budget participation in the North Sulawesi Provincial Inspectorate. Budget commitment reflects the level of involvement or willingness of related parties, such as managers or departments, to comply with and follow the budget preparation process. When there is a high level of commitment to this process, they tend to participate more actively in budget preparation. This finding is in line with the results of research by Silva, Mota and Moreira (2022), which states that budget commitment has a positive and significant impact on budget participation. Apart from that, the findings of this research are also consistent with research by Giusti, Sri and Effedi (2018), which concluded that organizational commitment has a positive and significant effect on budget participation.

The influence of incentive systems on budget participation

The incentive system has a positive and significant effect on budget participation, where the influence of variable X2 on Z has a sig value $(0.022) \leq (0.05)$. Therefore, H2 can be accepted. Thus, H2 which states that the incentive system influences budget participation is supported. It means, An effective incentive system can motivate more active participation in the budget preparation process at the North Sulawesi Provincial Inspectorate. This finding is in line with the research results of Restutiani, Cahyadi and Munandar (2023), which stated that the incentive system has a positive and significant impact on budget participation. Apart from that, the findings of this research are also consistent with research by Pratiwi, Haedar and Dewi (2023), which concluded that the incentive system has a positive and significant effect on budget participation.

The effect of budget commitment on managerial performance

Budget commitment has a positive and significant effect on managerial performance, where the influence of variable X1 on Y has a sig value $(0.000) \leq (0.05)$. Therefore, H3 is acceptable. Thus, H3 which states that budget commitment influences managerial performance is supported. It means, Budget commitment reflects managerial involvement and responsibility for achieving budget targets and objectives. A high level of commitment can encourage managers to be more dedicated to achieving desired results. Then, budget commitment reflects compliance with agency policies and procedures. Committed managers tend to be more compliant with rules and guidelines, which can support the achievement of desired performance. This finding is in line with the results of research by Silva, Mota and Moreira (2022), which states that budget commitment has a positive and significant impact on managerial performance. Apart from that, the findings of this research are also consistent with research by Giusti, Sri and Effedi (2018), which concluded that organizational commitment has a positive and significant effect on managerial performance in government agencies, cooperatives and SMEs.

The influence of incentive systems on managerial performance

The incentive system has a positive and significant effect on managerial performance, where the influence of variable X2 on Y has a sig value $(0.000) \leq (0.05)$. Therefore, H4 is acceptable. Thus, H4 which states that the incentive system influences managerial performance is supported. It means, Incentive systems

can act as an effective performance management tool by providing direct feedback on target achievement. This allows managers to proactively improve their performance. This finding is in line with the research results of Restutiani, Cahyadi and Munandar (2023), which stated that the incentive system has a positive and significant impact on managerial performance. Apart from that, the findings of this research are also consistent with the research of Pratiwi, Haedar and Dewi (2023), which concluded that the incentive system has a positive and significant effect on managerial performance.

The effect of budget participation on managerial performance

Budget participation has a positive and significant effect on managerial performance, where the influence of variable Z on Y has a sig value $(0.006) \leq (0.05)$. Therefore, H5 is acceptable. Thus, H5 which states that the incentive system influences managerial performance is supported. It means, Budget participation can improve the quality of managerial decision making. By involving managers in budget preparation, the decisions taken tend to be more informed and relevant. This finding is in line with the research results of Giusti, Kustono and Effedi (2018), which stated that budget participation has a positive and significant impact on managerial performance. Apart from that, the findings of this research are also consistent with the research of Wokas, Saerang and Mawikere (2022), which concluded that budget participation has a positive and significant effect on managerial performance at PT. Uphus Khamang Indonesia. This result is not in line with the research results of Tambunan (2020), which states that budget participation has a negative and significant impact on managerial performance in state-owned companies.

The effect of budget commitment on managerial performance through budget participation

Budget commitment has a significant effect on managerial performance which is mediated by budget participation, where the influence of variable Z on X1 and Y has a Sobel test value of $(2.0) \geq (1.96)$. Therefore, H6 is acceptable. Thus, H6 which states that budget commitment has an effect on managerial performance which is mediated by budget participation is proven. It means, The implications for budget participation create active involvement of managers in the budget decision making process. This can increase clarity, understanding and acceptability of budget targets.

The influence of incentive systems on managerial performance through budget participation

The incentive system has no significant effect on managerial performance which is mediated by budget participation, where the influence of variable Z on X1 and Y has a Sobel test value of $(1.8) \leq (1.96)$. Therefore, H7 is unacceptable. Thus, H7 which states that the incentive system has no effect on managerial performance mediated by budget participation is proven. It means, Negative implications for budget participation can provide managers with a poor understanding of budget goals and expectations, thereby reducing the link between the incentive system and organizational goals.

CLOSING

Conclusion

The results of this research show that key factors such as budget commitment, incentive systems, and budget participation have a very positive role in managerial performance in the Regional Inspectorate of North Sulawesi Province as follows:

1. Budget commitment has a positive and significant effect on budget participation in the Regional Inspectorate of North Sulawesi Province.

2. The incentive system has a positive and significant effect on budget participation in the Regional Inspectorate of North Sulawesi Province.
3. Budget commitment has a positive and significant effect on managerial performance at the Regional Inspectorate of North Sulawesi Province.
4. The incentive system has a positive and significant effect on managerial performance at the Regional Inspectorate of North Sulawesi Province.
5. Budget participation has a positive and significant effect on managerial performance at the Regional Inspectorate of North Sulawesi Province.
6. Budget commitment has a significant effect on managerial performance through the moderating variable of budget participation in the Regional Inspectorate of North Sulawesi Province.
7. The Incentive System does not have a significant effect on managerial performance through the moderating variable of budget participation in the Regional Inspectorate of North Sulawesi Province.

Suggestion

Based on the results of the discussion and existing problems, the following suggestions can be found:

1. North Sulawesi Province Regional Inspectorate Officials are expected to consider and submit proposals when there are illogical matters related to the budget in preparing the budget. The North Sulawesi Provincial Inspectorate is expected to reduce excessive confidence or self-confidence regarding its ability to mobilize motivation and cognitive resources (self-efficacy), where these officials always have confidence in success in carrying out each task.
2. The Structural Officials of the North Sulawesi Provincial Inspectorate are expected to be able to improve agency performance through deepening the agency's goals, values and mission of the North Sulawesi Provincial Inspectorate. The normative component is emphasized on a loyal attitude towards the agency which is formed from deepening normative pressures so that a person is forced to be psychologically attached to the agency.
3. North Sulawesi Province Regional Inspectorate Officials are expected to improve their evaluation and planning functions in order to improve managerial performance.
4. For future researchers, it is hoped that the object of research will be expanded, for example, not only the Regional Inspectorate of North Sulawesi Province, so that the research results can be more generalized and differences in the influence of participation in budget preparation on managerial performance can be seen.

REFERENCES

1. Affandi, P. (2018). *Human Resource Management (Theory, Concepts and Indicators)*. Zanafa Publishing.
2. Wake, W. (2019). *Human Resource Management*. Erlangga.
3. Bedford, D.S., Granlund, M., and Lukka, K. (2023). Safeguarding the unknown: Performance measurement, academic agency and the meaning of research quality in practice. *Accounting, Auditing and Accountability Journal*, 36(9), 281–308. <https://doi.org/10.1108/AAAJ-08-2022-5986>
4. Creswell, J. W. (2018). *Research Design: Qualitative, Quantitative, and Mixed Approaches (A. Fawald and SZ Qudsi, Translator)*. Student Library.

5. Giusti, Sri and Effedi (2018). "*The Effect of Budget Participation on Managerial Performance with Organizational Commitment and Motivation as Intervening Variables*". E-journal of Business Economics and Accounting. Vol 5(2), 121-128.
6. Ghozali, Imam. 2018. Application of Multivariate Analysis with the IBM SPSS 25 Program. Diponegoro University Publishing Agency: Semarang
7. Hair, JF, Black, WC, Babin, BJ, and Anderson, RE (2020). Multivariate Data Analysis (7 ed.). Prentice Hall.
8. Hanafi, SR, and Haryanto, H. (2017). The Effect of Budget Participation on Managerial Performance Through Organizational Commitment and Perception of Innovation as Intervening Variables (Empirical Study of Working Units in the KPPN Klaten Payment Area which Oversees Boyolali Regency and Klaten Regency). Diponegoro Journal of Accounting, 6(4), Article 4.
9. Handoko, TH (2020). Personnel and Human Resources Management (2 ed.). BPFE.
10. Hasibuan, M. (2018). Human Resource Management. Literary Earth.
11. Lalli, W.R. (Ed.). (2022). Handbook of Budgeting (6th edition). Wiley.
12. Mangkunegara, AP (2019). Human Resource Management. PT. Rosdakarya Teenager.
13. Marwansyah. (2019). Human Resource Management. Alfabet.
14. Mathis, R.L., and Jackson, J.H. (2021). Human Resource Management. Salemba Four.
15. Pratiwi A., Haedar., Dewi Sari R. (2023). The Effect of Incentives and Motivation on Employee Performance. Journal of Economics & Sharia Economics.
16. Restutiani, MR, Cahyadi, ER, and Munandar, JM (2023). Influence of Leadership Style and Incentives on Agent Performance in Social Security Acquisition With Organizational Culture as an Intervening Variable. Journal of Management Applications, 21(1), Article 1. <https://doi.org/10.21776/ub.jam.2023.021.1.06>
17. Sugiyono. (2016). Quantitative, Qualitative and R&D Research Methods. Bandung: PT Alfabet.
18. Sugiyono. (2017). Quantitative, Qualitative, and R&D Research Methods. Bandung: Alfabeta, CV.
19. Sugiyono. (2018). Quantitative, Qualitative and R&D Research Methods, Alfabeta publisher, Bandung.
20. Sutrisno, E. (2019). Human Resource Management. Kencana.
21. Silva, P., Mota, J., and Moreira, A.C. (2022). Budget participation and employee performance in real estate companies: The mediating role of budget goal commitment, trust and job satisfaction. Baltic Journal of Management, 18(2), 226–241. <https://doi.org/10.1108/BJM-03-2022-0118>
22. Tambunan, BH (2020). The Effect of Participation in Budget Preparation and Job Relevant Information on Managerial Performance. Journal of Economics and Business, 2(1), Article <https://doi.org/10.36655/jeb.v2i1.469>
23. Wokas, BCP, Saerang, D., and Mawikere, L. (2022). The Influence of Organizational Commitment, Participation in Budget Preparation, and Motivation on Managerial Performance at PT. Uphus Khamang Indonesia. LPPM Journal for EkoSosBudKum (Economic, Social, Cultural and Legal), 5(2), Article 2.