

**THE INFLUENCE OF BUDGETARY COMMITMENT ON MANAGERIAL
PERFORMANCE: PARTICIPATIVE BUDGETING AS AN INTERVENING
VARIABLE**

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Abstract

The purpose of this study is to provide empirical evidence about the influence of budgetary commitment towards participative budgeting and the influence of participative budgeting towards managerial performance. The study also wants to prove the influence of budgetary commitment towards managerial performance through the mediation of participative budgeting. Collecting data in this study was conducted using a survey through questionnaires. Respondents were selected using purposive sampling in which respondents are structural officials at some universities which are located in West Jakarta, Banten, and Bandung. The structural officials should have minimum one-year term of experience and actively involved in the budgeting process. Eighty-seven respondents contributed in this study. The analysis technique used in this research is path analysis. The results revealed that participative budgeting has a positive influence on managerial performance. On the other hand, budgetary commitment has no influence on participative budgeting and the mediating effect of participatory budgeting has not been proven in this study. This study give contribution to managerial accounting literature especially in budgeting theory and also strengthen behavioral research literature.

Keywords: Budgetary commitment, participative budgeting, managerial performance.

JEL Classifications: M12



INTRODUCTION

Research Background

Planning and budgeting systems serve four main purposes which are planning, coordination, facilitating top management oversight, and motivation. A second purpose is coordination. The planning and budgeting processes force the sharing of information across the organization. The processes involve a top-down communication of organizational objectives and priorities, as well as bottom-up communication of opportunities, resource needs, constraints and risks. They also involve lateral communication that enhances the abilities of organizational entities working together toward common objectives. Everyone involved becomes more informed, so the process is more likely to result in decisions that consider all perspectives (Merchant and Stede, 2012).

A budget process is either “top-down” or “bottom up”. With top-down budgeting, senior management sets the budget for the lower levels. With bottom-up budgeting, lower-level managers participate in setting the budget amounts. The top down approach rarely works, however. It leads to a lack of commitment on the part of budgetees; this endangers the plan’s success. Bottom-up budgeting is most likely to generate commitment to meeting the budgeted objectives. Participative budgeting is especially beneficial for responsibility centers that operate in dynamic and uncertain environments because managers in charge of such responsibility centers are likely to have the best information regarding the variables that affect their revenues and expenses (Anthony and Govindarajan, 2007).

Highly achievable budget targets increase managers’ commitment to achieve the target. Most managers operate in conditions of considerable uncertainty; their performance is affected by many unforeseen circumstances. They have no choice but to commit to achieve their targets regardless of the business conditions faced. This increased commitment causes the managers to prepare their budget plans more carefully and to spend more of their time managing the budget. For example, Davis Service Group, a large public UK-based service contractor that sources, cleans and maintains industrial textiles, protective clothing and textiles, continued to be a profitable company despite the severe recession of 2008, presumably “as the result of careful budgeting (which) involves making detailed financial



plans for every aspect of the business, identifying risks and ensuring that managers are committed to the outcomes that they have agreed. (Merchant and Stede, 2012).

Participative budgeting research that investigates the relationship between budget participation and performance reveals significantly positive relationships, non-significant relationships, and some even reveal negative relationships. The majority of the participative budgeting literature examines the moderating and mediating effects that certain factors or variables have on the participation performance linkage. These moderating and mediating effects include factors such as locus of control, job related tension, role ambiguity, motivation, and job difficulty. Shields and Shields (1998) believe that an investigation into the antecedents of participative budgeting is necessary to provide some insight to participative budgeting literature. Research conducted by Shields and Shields (1998) investigate the budgetary commitment as a possible antecedent of participative budgeting.

Neubert and Cady (2001) define program commitment as a measure of attachment to a specific program or initiative of planned scope within the organization. Program commitment in their study refer to budgetary process. In an attempt to research antecedent variables, Neubert and Cady (2001) investigated program commitment and its association with organizational outcomes and a set of potential antecedents because they believed that the success of organizational programs could be achieved by obtaining the commitment of employees to these programs. The researchers tested a number of hypotheses related to program commitment and its effects on participation and performance. Neubert and Cady (2001) conducted two longitudinal studies; the first focused on program commitment and outcome variables, and the second focused on program commitment and its antecedents. In the first study, Neubert and Cady hypothesized that program commitment would be positively associated with participation and performance and that participation would mediate the relationship between program commitment and performance. In the second study, the researchers hypothesized that both compliance perceptions (e.g. rewards, leader behavior, and co-worker behavior) and affective perceptions (e.g. organizational commitment, change efficacy, and teamwork orientation) would be positively associated with program commitment.



In general, Breaux (2004) hypothesize that an individual's program commitment is positively associated with his/her degree of participative congruence, and this association has a positive effect on performance. In addition, individual and situational factors theorized to affect an individual's program commitment are examined. Thus, Neubert and Cady (2001) conducted two longitudinal studies, while Breaux (2004) studied it as a whole.

This research was conducted to give empirical evidence of the mediating effect of participative budgeting on the influence of program commitment towards managerial performance, as the first stage of Neubert and Cady's two longitudinal studies. Commitment also has positive effects on job performance. This link to performance appears to be stronger for managers and professionals (Hitt et al., 2015). This research focuses on private university where lecturers as professionals become the respondents.

This research gives contribution to enrich managerial accounting literature especially in budgeting theory. Understanding the factors that have influence to managerial performance is crucial. The study to prove that budgetary commitment as one of the factors in achieving better managerial performance can help the private universities in their planning process. Commitment causes managers to participate in budgeting process which in turn can increase overall managerial performance.

This research tries to answer the question: Does budgetary commitment have positive influence on managerial performance through mediation of participative budgeting? In order to answer this question, the positive influence of budgetary commitment on participative budgeting and the positive influence of participative budgeting on managerial performance are needed to know. Purposes of this research are to give the empirical evidence about the positive influence of budgetary commitment on managerial performance through mediation of participative budgeting.

Literature Review and Hypothesis Development

Budgetary Commitment

Neubert and Cady (2001) conceptualized the idea of "budgetary commitment," based on the traditional goal commitment construct. Their research responded to the need for a



measure of attachment to a specific program or initiative of planned scope within an organization. Neubert and Cady (2001) described the benefit of measuring budgetary commitment as being "a psychological attachment to the overall goals of a program rather than commitment to individual performance goals". The advantage of using a specific construct to measure one's attitude toward a program assignment, such as a budget process, may be more beneficial in measuring commitment (Breux, et al. 2011).

Participative Budgeting

Participative budgeting allows subordinate managers considerable say in how the budgets are established. Participative budgeting communicates a sense of responsibility to subordinate managers and fosters creativity. Since the subordinate manager creates the budget, the budget's goals will more likely become the manager's personal goals, resulting in greater goal congruence (Mowen, Hansen, and Heitger, 2016). Research conducted by Shield and Shield (1998) revealed that participative budgeting is the most important tool for planning and control. Participatory budgets empower subordinates and make them more accountable for their actions and outcomes (Gonçalves, 2013; Boulding and Wampler, 2010) through decentralization and delegation of authority (Bland, 2011; Boulding and Wampler, 2010). In addition to the fact that budgetary participation allows superiors to obtain relevant information, the existence of communication and discussion between superiors and subordinates allows them to clarify objectives and methods (Parker and Kyj, 2006).

Managerial Performance

Managerial performance is defined as management know-how, which is assumed to reflect management-specific skills and knowledge, without regard to the kind of business (Kariv, 2009). Managerial performance based on management functions, namely the extent to which the manager is able to carry out management functions which include planning, investigation, coordination, evaluation, supervision, staffing, negotiation, and representatives (Mahoney 1963 in Giri 2014).



Budgetary Commitment, Participative Budgeting, and Managerial Performance

Neubert and Cady (2001) found that program commitment (i.e., commitment to a specific program), not goal commitment (i.e., commitment to the attainment of specific goals), leads to higher participation, which in turn leads to higher performance. Research conducted by Breaux (2004) cannot provide evidence to support the finding of Neubert and Cady (2001). According to literature review, the proposed hypothesis is:

H₁ Budgetary commitment has positive influence on managerial performance through mediation of participative budgeting.

As explained in research question, there are two additional hypotheses to support the above hypothesis. Neubert and Cady (2001) conclude that program commitment leads to participation in budgeting process. The effects of program commitment in the participative budgeting setting should be investigated because it is a variable of interest not previously investigated in the participative budgeting literature (Breaux, 2004). The study of Breaux (2004) results that there is a significantly positive relationship between program commitment and the degree of participative. Research conducted by Indriantoro (1993), Frucot and Shearon (1991), Brownell and McInnes (1986), and Brownell (1982) revealed that there is a positive relationship between participative budgeting and managerial performance. Sugiyanto and Subagiyo (2005), Indarto and Ayu (2011), Leach-Lopez et al. (2007), Venkatesh and Blaskovich (2012), Rani (2013), Soleha et al. (2013), Lina and Stella (2013), and Lina (2015) found that participative budgeting has positive influence on managerial performance. Tapatfeto (2013) revealed that the higher the budgeting participation, the higher the performance of the manager. Reynaldhie and Mahmudi (2016) also found that participative budgeting has positive influence on managerial performance. Research conducted by Breaux (2004) found that degree of participating budgeting statistically has no influence on managerial performance.

H_{1a} Budgetary commitment has positive influence on participative budgeting.

H_{1b} Participative budgeting has positive influence on managerial performance.



RESEARCH MODEL

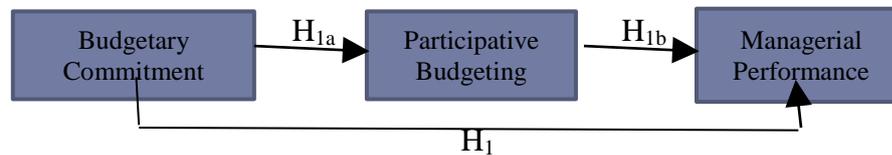


Figure 1. Research Model

RESEARCH METHOD

Research Data

Data used in this research is primary data that obtained through questionnaires. Purposive sampling method is used to select the respondent with criteria: at least one year of experience as a structural official in private universities which are located in West Jakarta, Banten, and Bandung. The structural officials should have minimum one-year term of experience and actively involved in the budgeting process.

Data Analysis

Statistic Descriptive Test

Descriptive statistics provide an overview of the demographics of respondents. This test shows the descriptive of age, gender, duration in structural position, and educational background of participated respondents.

Data Quality Test

Validity Test

Validity test used to measure whether or not a legitimate or valid questionnaires. A questionnaire considered valid if the questions in the questionnaire were able to reveal something that will be measured by the questionnaire (Ghozali, 2008). Testing the validity of this research will be using bivariate correlation between the respective indicator scores with a

total score of the construct. The bivariate correlation with the view of Pearson correlation coefficients.

Reliability Test

Reliability is actually a tool to measure a questionnaire which is an indicator of variables or constructs. A questionnaire said to be reliable or reliable if someone answers the statement is consistent or stable over time (Ghozali, 2008). A construct or a variable value said to be reliable if the Cronbach alpha > 0.70 (Nunnally 1994 in Ghozali, 2008).

Hypothesis Test

Coefficient Correlation Test

Correlation coefficient was used to test the hypothesized relationship between one or more independent variables with the dependent variable. The correlation coefficient ranges from 0-1. If approaching 1, the correlation becomes stronger, but if close to 0, the correlation became weaker (Ghozali, 2008).

Coefficient Determination Test

The coefficient of determination (R²) is used to determine how well the research model can be described by the dependent variable. In other words, the value of R² indicates how big the movement of the Y that can be explained by the movement of the independent variables (X). The coefficient of determination ranges between 0 (zero) to 1 (one). R² value of small means the ability of the independent variables in explaining the variation of the dependent variable is very limited. Value close to 1 (one) means the independent variables provide almost all the information needed to predict the variation of the dependent variable. (Ghozali, 2008).



Path Analysis

t tests were used to determine the influence of the independent variables towards dependent variable. Significance level is 0.05. To test the mediation effect, this research uses path analysis. The path coefficients are standardized regression coefficients.

Definition and Measurement of Variable Operational

Budgetary Commitment

Budgetary commitment describes the level of individual commitment during the budgeting process. This variable consists of 6 items on 5-point likert scale. This scale developed by Hollenbeck et al. (1989) and modified by Neubert and Cady (2001).

Participative Budgeting

Participative budgeting is a budgeting process under which those people impacted by a budget are actively involved in the budget creation process. This variable consists of 5 items on 5-point likert scale. This scale is adopted from Milani (1975) and modified by Venkatesh and Blaskovich (2012).

Managerial Performance

To measure managerial performance, this research uses 8 items on 5-point likert scale. This scale developed by Mahoney et al. (1963) in Giri (2014). Some researchers have validated this scale such as Brownell (1982), Brownell and Hirst (1986), Brownell and Dunk (1991), Neubert and Cady (2001), Chong and Chong (2002), Wentzel (2002), Breaux, et al. (2011), Indarto and Ayu (2011), Leach-Lopez *et al.* (2007), Rani (2013), Soleha *et al.* (2013), Venkatesh and Blaskovich (2012), Lina and Stella (2013), and Lina (2015).



RESULT AND DISCUSSION

Data Collection and Sample Selection

The data collected were primary data. Data collection is done by sending a questionnaire to the respondent by direct delivery or by sending via email. Here is presented a summary of the questionnaires were distributed and used in this study.

Table 1.
Questionnaires Summary

Description	Amount
Distributed questionnaires	120
Accepted questionnaires	92
Incomplete questionnaires	5
Used questionnaires	87

Descriptive Statistic

The following is descriptive statistic of respondent demographic.

Table 2.
Demographic of Respondent

Demographic	Value in percentage
Number of respondent	87
AGE	
Mean	40.48
Interval	27-65
Median	41.50
Deviation Standard	7.97
GENDER	
Male	46 (52.8%)
Female	41 (47.2%)



DURATION IN STRUCTURAL POSITION (IN YEAR)	
Mean	5.39
Interval	1-30
Median	4
Deviation Standard	5.45
EDUCATION LEVEL	
S1	12 (13.8%)
S2	58 (66.7%)
S3	17 (19.5%)

Data Quality Test

Validity Test

Through pearson correlation test, we will get the r count. r count will compare to r table with significance level at 5% and degree of freedom = $n - 2 = 87 - 5 = 85$. If r count is greater than r table, it means that all questions or all statement are valid.

1. Budgetary Commitment

The result of validity test shows that all statements are valid because r count greater than r table.

Table 3.
Validity Test Result – Budgetary Commitment

Statement Number	r count	r table	Description
1	0.655	0.211	Valid
2	0.375	0.211	Valid
3	0.313	0.211	Valid
4	0.636	0.211	Valid
5	0.365	0.211	Valid
6	0.710	0.211	Valid



2. Participative Budgeting

Table 4.

Validity Test Result – Participative Budgeting

Statement Number	r count	r table	Description
1	0.712	0.211	Valid
2	0.814	0.211	Valid
3	0.771	0.211	Valid
4	0.808	0.211	Valid
5	0.817	0.211	Valid

According to table above, r count of all statements are greater than r table. It is means that all statements are valid.

3. Managerial Performance

All statements are valid because r count is greater than r table.

Table 5.

Validity Test Result – Managerial Performance

Statement Number	r count	r table	Description
1	0.680	0.211	Valid
2	0.628	0.211	Valid
3	0.593	0.211	Valid
4	0.693	0.211	Valid
5	0.625	0.211	Valid
6	0.283	0.211	Valid
7	0.286	0.211	Valid
8	0.568	0.211	Valid

Reliability Test

Reliability test result of all variables in this research can be shown in table below.

Table 6.
Reliability Test Result

Variable	Cronbach's Alpha	Description
Budgetary Commitment	0.481	Quite Reliable
Participative Budgeting	0.827	Reliable
Managerial Performance	0.503	Quite Reliable

Hypothesis Test

This research cannot support the H_{1a} with the significant value of 0.198. It means that budgetary commitment has no influence on participative budgeting. This result inconsistent with the research result of Neubert and Cady (2001) and Breaux (2004). R value is 0.139, it shows weak relationship between budgetary commitment and participative budgeting. R^2 is 0.019, it means that the variation of dependent can be explained by the variation of independent variable 1.9% and the rest can be explained by other variables that not included in this research.

This research provides evidence to support H_{1b} . The significant value of H_{1b} is 0.000 and the unstandardized coefficient value is 0.373. It means that participative budgeting has positive influence on managerial performance. R value is 0.543 that means there is strong relationship between participative budgeting and managerial performance. R^2 is 0.295, it means that 29.5% of the variation of dependent variable can be explained by the variation of independent variable while the rest can be explained by other variables that not included in this research. The result consistent with Sugiyanto and Subagiyo (2005), Indarto and Ayu (2011), Leach-Lopez et al. (2007), Venkatesh and Blaskovich (2012), Rani (2013), Soleha et al. (2013), Lina and Stella (2013), Tapatfeto (2013), Lina (2015), and Reynalddie and Mahmudi (2016). Research conducted by Breaux (2004) found different result that degree of participating budgeting statistically has no influence on managerial performance.



Standardized beta value of direct effect of budgetary commitment on participative budgeting is 0.139. Standardized beta value of direct effect of participative budgeting on managerial performance is 0.543. The indirect effect of budgetary commitment on managerial performance through the mediation of participative budgeting is 0.075. This value is lower than the standardized beta value of direct effect of budgetary commitment on managerial performance which is 0.360. It shows that this research cannot prove the mediating effect of participative budgeting on the influence of budgetary commitment towards managerial performance. This result is consistent with Breaux (2004) and inconsistent with Neubert and Cady (2001).

As indicated in the result of H_{1a} where program commitment (to be specific called as budgetary commitment) has no influence on participative budgeting, it means when an individual committed to a program such as budgetary process, this condition does not give the guarantee that he/she will participate seriously in participative budgeting process. The employees may committed to the program because of their daily tasks but they might not be realized the potential benefit of participate all out in the whole budgetary process.

H_{1b} shows that participative budgeting has positive influence on managerial performance. The higher the employees involved in budgetary process, the higher the performance will be. Individual perceives that participation in budgeting process can positively influence his or her self-rated performance.

This study has no evidence to prove the mediation effect of participative budgeting on the influence of budgetary commitment towards managerial performance. Commitment to prepare the budget is only part of the organizational commitment which is define as a broad attitude toward the organization as a whole.

CONCLUSION, LIMITATION, AND RECOMMENDATION

The mediating effect of participative budgeting on the influence of budgetary commitment towards managerial performance cannot be proved through the result of this research. Participative budgeting has positive influence on managerial performance. Budgetary commitment has no influence on participative budgeting.



The distribution process of questionnaires has not been spread evenly throughout Indonesia. The future research will be more meaningful if the distribution of the questionnaire can be expanded to all private universities throughout Indonesia. This study cannot prove the mediating effect of participative budgeting on the influence of budgetary commitment towards managerial performance. It means that there are still other mediating variables that can be further investigated. The use of other mediating variables or moderating variable in future study is also possible such as job satisfaction, motivation, and leadership style.

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