

Competency-Based Budget Implementation Performance, Organizational Commitment, and Leadership

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Abstract

The Indonesian Budget, as a fiscal policy instrument in Indonesia, is aimed at promoting the prosperity of the people through government spending. However, in its implementation, there are problems in implementing the government budget, such as non-compliant financial management. This research focuses on the work unit of the First Level Religious Court in the East Java Region. Several work units have good budget management. However, there are several work units whose financial performance gets adequate marks and even approaches zero. However, in reality, work units are expected to manage their budgets efficiently and responsibly. Through a quantitative approach, this research aims to determine whether competence, organizational commitment, and leadership influence the financial performance of the First Level Religious Court work unit in the East Java Region.

Keywords: *Competence, Organizational Commitment, Leadership, and Budget Performance.*

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INTRODUCTION

The State Budget (APBN) is a fiscal policy instrument of the government designed to maximize the welfare of the people through its three primary functions: allocation, distribution, and stabilization. However, during its implementation, several problems arose in the execution of the budget. One of the problems that occurs is non-compliance in financial management. Some government units have good budget management. However, there are several government units whose budget management receives satisfactory ratings, but even these approach unsatisfactory levels.

These issues may be caused by insufficient attention to the Quality of Planning and Quality of Budget Implementation indicators. In the Quality of Budget Planning indicators, work units often receive low scores on the Deviation of Page III of the DIPA, indicating a significant discrepancy between the Fund Withdrawal Plan (RPD) on Page III of the DIPA and the actual budget absorption by the work unit. Additionally, low scores in the Budget Implementation Quality Indicators may occur when units fail to report output achievement data. Output achievement is crucial to report as it forms part of budget implementation, monitoring, and evaluation, and

serves as the basis for budget performance assessment. The following data on IKPA scores for units in East Java from 2021 to 2023 is presented in graphical form.



**Figure 1. IKPA Achievement of Religious Courts in East Java
2021 - 2023**

It appears that the data in Figure 1 for the 2021 period, from 37 work units (148 quarters) of the Religious Courts in the East Java region, received the category of Very Good IKPA for 35 work units (116 quarters), the "Good" category for 14 units (18 quarters), and the "Satisfactory" category for six units (14 quarters). In 2022, 36 units (127 quarters) received the Very Good category, nine units (18 quarters) received the Good category, and two units (2 quarters) received the Satisfactory category, with one unit achieving an IKPA score of 70.21 (approaching the lower limit of the Satisfactory category, which is 70). Meanwhile, in 2023, 37 work units (126 quarters) received the Excellent category, 10 work units (13 quarters) received the Good category, and seven work units (9 quarters) received the Satisfactory category. In reality, however, work units are expected to manage their budgets efficiently and responsibly. The management of state finances is regulated by Law No. 1 of 2004 on the State Treasury. Budget implementation is further regulated in Government Regulation (GR) No. 50 of 2018, which amends Government Regulation No. 45 of 2013 on Procedures for Implementing the State Revenue and Expenditure Budget. The Ministry of Finance also regulates Budget Planning, Budget Implementation, as well as Accounting and Financial Reporting, as outlined in Minister of Finance Regulation No. 62 of 2023.

The assessment of Budget Implementation Performance Indicators is explained in more detail in the Director General of Treasury Regulation No. PER-5/PB/2024. Article 1 Chapter I of PER-5/PB/2024 explains that IKPA is an indicator determined by the Ministry of Finance as the State Treasurer (BUN) and/or fiscal manager in estimating the quality of budget implementation by ministries/institutions from three aspects, namely the quality of budget implementation planning, the quality of budget implementation, and the quality of budget implementation results. Numerous studies have been conducted on the performance of budget management in government units. However, each study has its unique characteristics, including the data sources used, the timeframe, and the research objectives. Manaroinsong, J (2008) conducted research on budget management in government units with respondents consisting solely of leadership elements. On the other hand, Efdiono et al (2023) researched the IKPA value using

data from only one year (2021). In this study, the researcher used respondents not only from the leadership but also from the budget management staff of government units to ensure the research results are more representative. Additionally, the researcher utilized secondary data in the form of quarterly IKPA values over three years, from 2021 to 2023. This study employs the Competence variable, focusing on tacit knowledge.

Tacit knowledge encompasses the total amount of knowledge a person possesses, whether acquired through formal or informal education, self-learning, collaboration with others, hands-on experience, insights gained through critical or creative thinking, extracurricular activities, discussions with others, or mentoring and coaching. In addition, the researcher also utilizes the Organizational Commitment variable, as indicated by Mowday, which is often examined through three dimensions of Organizational Commitment, as proposed by Meyer (affective, normative, and continuance). In Meyer's dimensions of Organizational Commitment, there is overlap and ambiguity between the two dimensions (affective and normative commitment). In the third variable, Leadership, the researcher focuses on Strategic Leadership, which refers to the ability to manage both the internal and external business environments of an organization. Additionally, Strategic Leadership is also responsible for processing important information within the organization.

In a study conducted by Afuan et al (2024), it was stated that competence does not significantly influence performance. This is because the more employees who possess competencies, the lower the organizational performance. Competency indicators, such as knowledge, skills, and attitudes, are not directly related to performance indicators, including quality, quantity, timeliness, task execution, and responsibility. However, research conducted by Manaroinsong (2008) indicates that individual competencies have a direct and significant impact on financial performance. Supported by research conducted by Ardiansyah and Sriyono (2021), it was stated that competence influences the accountability of fund management. However, the results of research by Sidki et al (2023) stated that the competence of board members is mapped through three dimensions: education, management, and industry experience. Research indicates that board members with political connections tend to score lower on these three dimensions of competency. However, regression analysis does not show a negative impact on company profitability that can be linked to a lack of competency. Esch et al (2016) also explained in their study that employee competence is significantly related to performance outcomes.

Research conducted by Yusuf et al. (2023) indicates that organizational commitment has a positive impact on supply chain management and employee initiative development. Employees who demonstrate a strong commitment to their organization actively contribute to supply chain efficiency and serve as catalysts for environmentally friendly practices in hospitals. However, a study conducted by Riyadh et al. (2023) stated that organizational commitment does not significantly influence managerial performance. The regression coefficient of organizational commitment on managerial performance is 0.044, which is smaller than the direct impact of leadership style on managerial performance, at 0.541. However, research by Ahmad et al. (2021) provides sufficient empirical evidence to support a significant positive relationship between organizational commitment and business performance. Research conducted by Mulyani and Basrowi (2023) indicates a significant positive relationship between environmentally oriented leadership and supply chain

performance in the public sector. In line with the research by Riyadh et al. (2023), leadership can take concrete steps to solve problems. In the research conducted by Morais et al (2024), it is stated that the leadership cycle increases leadership effectiveness (job satisfaction and organizational commitment). However, research conducted by Tjahjadi (2011) states that executive leadership does not have a positive impact on performance.

This failure can be attributed to various factors, including obstacles related to vision, human resources, management, and resources. This study aims to identify the factors that influence the performance of budget implementation in Religious Courts in East Java. If these factors are identified, it is hoped that they can be used as input or solutions for leaders and budget implementers in work units, thereby improving financial management performance. If financial performance improves, then the work unit has succeeded in implementing the state budget function to achieve equitable and sustainable national development goals. Sound financial management will enhance optimal functions in supporting sustainable development, which in turn will lead to the realization of public welfare.

Competence is defined as capability or ability. It is a set of related but distinct underlying behaviors that we refer to as "intentions" (Boyatzis, R. E., 2007). Competence is a key factor in both team and business performance, sparking debates about the optimal set of competencies required for the workforce in Industry 4.0. Competence refers to an individual's ability to perform assigned tasks (Hashim, J., Wok, Saodah, 2013). Competence has various meanings, ranging from the things that organizations do well to the qualities that every employee must possess, to the knowledge and skills required to perform a task, as well as the characteristics and attributes (Yang et al., 2006). Blanchard, P., and Thacker, J. (2005) explain that competencies are a collection of related knowledge, abilities, and behaviors that distinguish high-performing employees from those who are average. Beyer et al (2024) researched how different competencies influence team performance, both in the short term and long term. Research indicates that cognitive competency aspects enhance short-term performance, while showing varied results in long-term performance. Social competency aspects enhance both short-term and long-term performance quality. Byun et al. (2017) state that a leader's task- and role-related competencies are important factors influencing the quality of relationships between members and their leader. There is ample evidence indicating that a leader's competencies determine the majority of success and remain the most important factor in determining leadership effectiveness (Hollander, 1978) as cited in Byun et al (2017). Theoretically, findings from Hsu et al (2011) indicate that to thrive in a competitive global market, SMEs must develop unique competencies that cannot be replicated to maximize their utility in supply chain management. Competencies in supply chain management lead to the development of important organizational capabilities. Supply chain competencies in entrepreneurship reflect superior company resources and lead to superior supply chain management strategies implemented by skilled personnel.

Meyer et al. (1993) explain that commitment is a psychological state that characterizes the relationship between employees and an organization, influencing decisions to continue or terminate membership in the organization. Organizational commitment is measured using an instrument developed by Allen, N. J., and Meyer, J. P. (1990), which is divided into three parts: affective commitment, normative

commitment, and continuance commitment. Affective Commitment, or emotional attachment to the organization, is categorized into four key areas: personal characteristics, job characteristics, work experience, and structural characteristics. Normative Commitment is influenced by individual experiences both before (from family and culture) and after joining the organization (Wiener, 1982; Allen, N. J., & Meyer, J. P., 1990). Continuance Commitment also develops based on two factors: the magnitude and/or amount of investment (changes influence the nature of personality over time in an individual's commitment to roles and social institutions) made by individuals, and the lack of available alternatives. Over the past four decades, organizational commitment has been a subject of extensive research. The initial conceptualization of this construct was one-dimensional, with commitment defined as a consistent pattern of activity resulting from the recognition of the costs associated with quitting (Becker, 1960). Research conducted by Bufquin et al (2017) investigated the relationship between employees' organizational commitment and performance using the Affective Organizational Commitment Indicator. The study revealed how employees' organizational commitment toward two stakeholders (colleagues and managers) can significantly influence key performance indicators. The study found that restaurants with managers perceived as warm individuals tended to have lower turnover rates. Nabhan, F, and Munajat (2023) define commitment as the steadfastness within oneself to keep and fulfill promises or agreements to others or an organization. It is expected that every employee performs their work diligently and takes responsibility for the successful completion of tasks and responsibilities assigned to them. Furthermore, organizational commitment has a significant impact on performance outcomes.

Early leadership theories, such as the "great man" theory, suggest that leadership is an inherent quality possessed by a select few individuals. This perspective, based on the belief that leaders are born, not made, was widely accepted in the early 20th century (Bagchi & Sharma, 2024). Anderson (2006) identified five conceptual groups in leadership theory, similar to the "leadership circle" framework. Currently, the concept of leadership has emerged as a critical issue that is becoming increasingly significant. This is because human resources are one of the key elements of a business seeking to achieve competitive advantage and play a crucial role in the Industry 4.0 era. Industry 4.0 has brought both opportunities and challenges for businesses simultaneously. Leaders must leverage these opportunities effectively and take action to address the challenges. (Cinnioğlu, Hasan 2020). Chang et al (2021) explain that leadership style is an important tool for creating motivated employees to help organizations achieve their goals. The results of the study indicate that transformational leadership has a positive influence on service quality through innovative behavior. In contrast, transactional leadership has a positive influence on service quality through job standardization. In a study by Adamy (2010), it was stated that leadership style has a positive and significant influence on managerial performance.

Rohim et al (2023) stated that effective and efficient leadership patterns can encourage organizational commitment. This means that both can foster productivity, loyalty, and satisfaction among employees or members of the organization, leading to sustained work and enhanced performance. Initially, many believed that leadership traits are innate. However, with the advancement of knowledge, it has been discovered that effective leadership can be learned by building good

organizational commitment and making positive contributions to improve work performance. The results of the study indicate that leadership patterns and organizational commitment have a positive contribution to improving work performance. Additionally, Zineldin and Johnsson (2000) state that leadership and organizational commitment can drive the achievement of good work performance. In the public sector, most literature focuses on performance measurement as a tool to assess performance and demonstrate accountability through performance reporting of an activity (Goh, Swee C., 2012). Lye (2004) argues that, regardless of what is measured, public sector managers must consider whether the information contained in performance measurements can be effectively used as a tool for learning. Government financial performance is measured using indicators set by the Ministry of Finance through the IKPA (Budget Implementation Performance Indicators). Based on the Director General of Treasury Regulation Number PER-5/PB/2024 concerning Technical Guidelines for the Assessment of Budget Implementation Performance Indicators for State Ministries/Institutions, Budget Implementation Performance Indicators, hereinafter referred to as IKPA, are indicators established by the Ministry of Finance as the State Budget Manager and/or fiscal manager to measure the quality of budget implementation performance of ministries/institutions, consisting of the quality of budget implementation planning, budget implementation, and budget implementation results. Performance indicators for measuring and assessing the quality of budget implementation planning consist of DIPA revisions and deviations from page III of the DIPA. Performance indicators for measuring and assessing the quality of budget implementation include budget absorption, contractual expenditure, settlement of bills, management of Cash Reserves and Additional Cash Reserves (UP and TUP), and dispensation of Payment Orders (SPM). Performance indicators for measuring and assessing the quality of budget implementation results are expressed in terms of output achievements. Abdelwahed et al. (2025) stated in their study that Islamic leadership has a positive and significant effect on organizational values, culture, performance, and employee Islamic motivation. Meanwhile, leadership styles (transformational and transactional leadership) also have a positive and significant effect on performance (Aburumman et al, 2024).

Hermawan S. and Amirullah (2016) state that a hypothesis is a tentative answer resulting from a review of theoretical foundations in the literature. If strengths or advantages are achieved to meet organizational goals consistent with business strategy, this should have a positive impact on business performance. However, if an organization's or company's capabilities do not meet market requirements, business performance is unlikely to improve (Avella & Vazquez, 2010).

H1: Competence influences Budget Implementation Performance.

Individual competencies play a decisive role in financial performance (Manaroinsong, 2011). This is supported by research from Lin (2021), which demonstrates that project management competencies have a positive impact on performance.

H2: Organizational commitment has a significant influence on budget implementation performance.

Organizational commitment has a significant impact on performance results (Nabhan & Munajat, 2023). This is supported by research by Abdul Rashid et al. (2003), which states that organizational commitment has a significant influence on a company's financial performance.

H3: Leadership influences the performance of budget implementation.

Research by Mulyani and Basrowi (2024) indicates a significant positive relationship between environmentally oriented leadership and supply chain performance in the public sector.

The conceptual framework is developed by presenting arguments based on previous theories and research. It must be developed systematically and logically based on its sequence. The conceptual framework can be simplified by presenting it in a diagram to clearly show the patterns between variables (Hermawan S., and Amirullah, 2016). The following is a conceptual framework that explains the relationship between the variables of Competence, Organizational Commitment, leadership, and budget implementation performance of Religious Courts in East Java.

METHODOLOGY

Type of Research

This research employs causal analysis, which seeks to identify cause-and-effect relationships. In addition, this research employs a quantitative research approach, which requires that reliability and validity be met (Hermawan S., and Amirullah, 2016). This is because the elements of reliability and validity determine the quality of the research results and the ability to replicate and generalize similar research models. Quantitative research also requires hypotheses and testing, which determine the following stages, including the analysis techniques and statistical formulas to be used. Therefore, this study employs a quantitative approach to investigate the influence of variables such as competence, organizational commitment, and leadership on the budget implementation performance of the Religious Courts in East Java.

Research Population and Sample

The population in this study consists of 37 first-level Religious Courts in the East Java region, with an average of 35 employees per court, resulting in a total population of 1,295 employees.

The sampling technique used is purposive sampling with the following criteria:

- Budget User Authority (KPA) in this case, the Secretary of the Work Unit, based on the Decree of the Budget User/Goods User of the Supreme Court of the Republic of Indonesia, totaling 37 employees [40];
- Possession of certification or having attended refresher training for budget managers, including PPK, PPSPM, and Expenditure Treasurers, totaling 111 employees; and

- Experience as a PPABP tasked with managing employee expenditure, totaling 37 employees.

Table 1. Research Sample Criteria

No	Position	Total
1	Budget User Authority	37
2	Commitment Making Official	37
3	Payment Order Issuing Officer	37
4	Treasurer	37
5	Employee Expenditure Administration Officer	37
Total		185

Data Collection

Both secondary and primary data were used in this study. Primary data was obtained from the results of a questionnaire distributed to respondents via an online form from Google. Secondary data was obtained from the Omspan website (<https://spanint.kemenkeu.go.id>) to determine the IKPA value of Religious Courts in East Java per quarter.

Table 2. Research variables and indicators

No	Variable	Definition	Indicator	Source
1	Competence	According to Boulter et al (2003), competence is a fundamental characteristic that causes a person to perform excellently. Based on the above description, competence refers to a deep-seated personality trait inherent in a person, characterized by predictable behavior in various situations and work tasks.	According to Garcia-Perez et al (2019), Competency Indicators consist of: a. Knowledge based on experience (Tacit knowledge) b. Skills c. Competence d. Attitude e. Behavior.	Boulter, N., M. Dalziel, N Jackie. (2003). Garcia-Perez, A., Cegarra-Nava, J. G., Bedford, D., Thomas, M., & Wakabayashi, S. (2019).
2	Organizational Commitment	Mowday et al. (1979), as cited in Cohen (2007), explain that commitment is an emotional attachment to an organization.	Mowday et al (1979), in Cohen (2007), proposed that commitment includes at least three factors: a. Strong belief in the acceptance of organizational goals and values b. Willingness to make a significant effort on behalf of the organization. A strong desire to maintain membership in the	Mowday, R.T., Steers, R.M. and Porter, L.W. (1979)

No	Variable	Definition	Indicator	Source
			organization. Committed individuals are more likely to remain with the organization and contribute to its goals.	
3	Leadership	Kim & Beehr (2018) define leadership as a way of stimulating and motivating subordinates to complete assigned tasks.	Leadership indicators according to Jabbar & Hussein (2017) include: a. The ability to make effective decisions for the success of the organization b. Ability to motivate c. Does not discriminate and can appreciate the performance of others. Responsible for building good relationships within the organization, both horizontally and vertically d. Ability to motivate others for the success of the organization e. Be open to change and able to control emotions.	Kim, Minseo and Beehr, T. A. (2018). Jabbar, A. A., & Hussein, A. M. (2017).
4	Kinerja Anggaran	Performance measurement is defined as a tool for assessing performance and demonstrating accountability through the reporting of program activities' performance (Goh, 2012).	Indicators of an effective performance measurement system include: a. Commitment and understanding of performance indicators b. High motivation to achieve goals. Using more performance information for input and learning.	Goh, S. C. (2012).

The data collected through the data collection process, whether through observation, questionnaires, interviews, or other methods, is then processed using data analysis techniques appropriate to the research design, ensuring that the research results align with the research questions and objectives (Hermawan, S., & Amirullah, 2016). The software program used to analyze the primary data collected is SPSS to test and evaluate the influence of Competence, Organizational Commitment, and Leadership on the Performance of Budget Implementation in Religious Courts in East Java using the following regression model:

$$y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Y = Dependent Variable (Budget Implementation Performance)

α = Constanta

β = Koefisien Korelasi

X1 = Competence

X2 = Organizational Commitment

X3 = Leadership

The data obtained from the research results will be analyzed using the scores for each statement to conclude the condition of each question point. Validity is used to test how well an instrument developed to measure a particular concept accurately measures that concept. In short, validity testing focuses on whether the measurement has accurately captured the intended phenomenon (Sekaran, 2013). Reliability is used to test how consistently a measurement instrument measures whatever concept it is intended to measure. In other words, reliability focuses on the stability and consistency of a measurement (Sekaran, 2013).

The t-test was used in this study to examine the partial effect of each independent variable on the dependent variable in regression analysis. The purpose of the t-test is to determine whether each independent variable has a significant contribution to the dependent variable. In the t-test, the null hypothesis (H_0) states that the regression coefficient of the independent variable is equal to zero, indicating no significant effect. The alternative hypothesis (H_1) states that there is a considerable effect. A significance value (p-value) less than the significance level ($\alpha = 0.05$) indicates that the independent variable has a significant impact on the dependent variable.

RESULTS AND DISCUSSION

Results

In the first part of the questionnaire described above, there are questions regarding the personal data of the research subjects, which will be described as follows:

Table 3. Descriptive Statistics of Respondents

Age	
18-24	2
25-34	52
35-44	71
45-54	53
55-64	7
Gender	
Man	89
Woman	96
Education	
High School/Equivalent	5
Diploma	21
Bachelor	107
Magister	52
Position	

Budget User Authority (KPA)	37
Commitment Making Official (PPK)	37
Signatory of Payment Order (PPSPM)	37
Treasurer	37
Employee Expenditure Administration Officer (PPABP)	37
Experience	
6-10	17
1-5	58
11-15	48
16-20	33
21-25	13
26-30	7
> 30	9

Validity and Reliability Testing

Validity testing was conducted using the bivariate correlation method for each indicator score with the total construct score. This study used Pearson's correlation, which states that data is considered valid if the calculated r-value is greater than the corresponding table r-value. The table r-value with a sample size of 185 people was 0.1443.

The reliability of a measurement indicates the extent to which it is free from error (bias) and ensures consistent measurement across time and various items in the instrument. The researcher used Cronbach's Alpha testing method. A Cronbach's Alpha value below 0.6 is categorized as having low reliability, while a value of 0.7 is considered sufficient, and a value above 0.8 is categorized as having high reliability (Sekaran, 2013).

Table 4. Validity and Reliability Tests

item	Correlation	Sig	Criteria	Cronbach Alpha	Criteria
X01	0,625	0,000	Valid	0,780	Reliable
X02	0,730	0,000	Valid	0,780	Reliable
X03	0,658	0,000	Valid	0,780	Reliable
X04	0,733	0,000	Valid	0,780	Reliable
X05	0,642	0,000	Valid	0,780	Reliable
X06	0,766	0,000	Valid	0,780	Reliable
X07	0,684	0,000	Valid	0,787	Reliable
X08	0,706	0,000	Valid	0,787	Reliable
X09	0,688	0,000	Valid	0,787	Reliable
X10	0,672	0,000	Valid	0,787	Reliable

X11	0,788	0,000	Valid	0,787	Reliable
X12	0,734	0,000	Valid	0,787	Reliable
X13	0,752	0,000	Valid	0,867	Reliable
X14	0,822	0,000	Valid	0,867	Reliable
X15	0,781	0,000	Valid	0,867	Reliable
X16	0,790	0,000	Valid	0,867	Reliable
X17	0,849	0,000	Valid	0,867	Reliable
X18	0,653	0,000	Valid	0,867	Reliable
X19	0,794	0,000	Valid	0,913	Reliable
X20	0,831	0,000	Valid	0,913	Reliable
X21	0,846	0,000	Valid	0,913	Reliable
X22	0,831	0,000	Valid	0,913	Reliable
X23	0,858	0,000	Valid	0,913	Reliable
X24	0,847	0,000	Valid	0,913	Reliable

Thus, all 24 indicators in the four variables used in this study met the requirements for validity and reliability testing. All indicators in this study can be declared valid because all R values are greater than the R table values. On the other hand, all indicators also meet the reliability requirements because Cronbach's Alpha values are above 0.6.

Table 5. Partial Test Results

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	B		
Constant	10.663	2.326		4.584	0.000
Competence	0.629	0.082	0.492	7.636	0.000
Organizational Commitment	0.599	0.063	0.577	9.562	0.000
Leadership	0.743	0.050	0.740	14.883	0.000

The t-test results were used to examine the influence of competence, organizational commitment, and leadership variables on the budget implementation performance of Religious Courts in East Java. Based on the t-test results, the Competence variable has a t-value of 7.636 with a significance of 0.000. Meanwhile, the Organizational Commitment variable has a t-value of 9.562, with a significance level of 0.000. Lastly, the Leadership variable has a t-value of 14.883 with a

significance of 0.000. All three independent variables have significance values less than 0.05, indicating that the related hypotheses (H_1 , H_2 , and H_3) are accepted. This means that the variables of Competence, Organizational Commitment, and Leadership have a partial and significant influence on the budget performance of Religious Courts in the East Java Region.

CONCLUSION

The findings of this study indicate that the three independent variables – namely, competence, organizational commitment, and leadership – have a significant influence on the performance of budget implementers at the Religious Courts in East Java. These findings indicate that the higher the level of competence possessed by budget implementers, the better the performance achieved. Similarly, a strong level of organizational commitment also contributes to improving the quality of budget implementation, as individuals who demonstrate loyalty and concern for the institution tend to work more effectively and efficiently. In addition, strong, visionary leadership that provides clear direction has also been proven to contribute significantly to optimal budget implementation performance. The practical implication of these findings is the need for judicial institutions, particularly Religious Courts, to consistently improve the competence of their human resources through technical training and continuous professional development. Furthermore, building an organizational culture that emphasizes the values of integrity, responsibility, and dedication can strengthen the commitment of budget implementers. Effective leadership must also be continuously developed by paying attention to aspects of communication, role modeling, and employee empowerment in order to create a work environment that fosters better budget performance. For future research, it is recommended that the study's scope be expanded to include other regions or agencies to test the consistency of these findings in a more diverse context. Further research could also include additional variables such as internal control systems, organizational culture, or the use of information technology in budget management to gain a more comprehensive understanding of the factors influencing budget implementation performance in the public sector.

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