



The Effect of Budget Preparation Participation and the Utilization of Financial Information Systems on Employee Performance

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Abstract: This study analyzes the effects of budget participation and the utilization of regional financial information systems on employee performance in Regional Apparatus Organizations (OPDs) of Muna Regency, Indonesia. Employee performance is essential for public sector effectiveness, particularly in delivering accountable and high-quality public services. Using a quantitative approach within a positivist paradigm, this research examines causal relationships among the variables. The population comprised 1,473 civil servants, with 105 respondents selected through purposive sampling based on budgeting and financial management roles. Data were collected using structured Likert-scale questionnaires and analyzed using multiple linear regression with SPSS version 25. The findings reveal that budget participation has a positive and significant effect on employee performance, indicating that involvement in budgeting enhances commitment and work effectiveness. The utilization of regional financial information systems also significantly improves performance by increasing efficiency, accuracy, and decision making. Simultaneously, both variables explain 30.2 percent of performance variation. These results underscore the importance of participatory management and effective financial information systems in improving local government performance.

Keywords: *budget participation, financial information systems, employee performance, public sector, local government*

1. Introduction

Organizational performance constitutes a central indicator of effectiveness in both public and private institutions, as it reflects the degree to which organizational objectives are achieved through the coordinated use of resources and managerial capabilities. Attaining high levels of performance requires more than formal organizational structures; it depends on competent human resources, managerial commitment, and the alignment of individual contributions with institutional goals. Managers play a strategic role in this process, as they are responsible for planning, coordinating, and controlling organizational

activities to ensure that strategic intentions are translated into measurable outcomes. Consequently, organizational success is closely linked to the quality of managerial performance and decision-making processes (Yukl, 2020; Van der Voet et al., 2021).

Contemporary performance theories emphasize that employee and organizational performance emerge from the interaction of individual competencies, organizational support systems, and motivational mechanisms. Integrated performance models suggest that individuals are more likely to perform effectively when they possess adequate skills, operate within supportive organizational environments, and perceive

reward systems as fair and meaningful (DeNisi & Murphy, 2017; Aguinis et al., 2024). Classical motivational perspectives, such as Maslow's hierarchy of needs and Herzberg's motivation-hygiene theory, remain relevant in explaining how intrinsic and extrinsic factors shape work behavior, particularly in public sector organizations where intrinsic motivation and non-financial incentives play a prominent role (Perry et al., 2018; Belle & Cantarelli, 2020).

In the public sector, budgeting serves as a critical managerial instrument for translating strategic plans into operational programs and measurable performance targets. Budget preparation is conducted on a periodic basis and functions as a formal mechanism for allocating limited public resources among competing priorities. Public budgeting is not merely a technical accounting activity; rather, it represents a complex administrative and political process that reflects organizational priorities, performance expectations, and accountability to stakeholders (Rubin, 2019; Anessi-Pessina et al., 2023). Effective budgeting practices require clear strategic objectives and well-defined performance indicators to ensure coherence between policy goals and financial allocations.

Participation in the budgeting process has been widely recognized as an important determinant of managerial performance and organizational effectiveness. Budgetary participation enables organizational members to contribute information, negotiate priorities, and align budget targets with operational realities. Such involvement enhances psychological ownership, strengthens commitment to organizational goals, and promotes perceptions of procedural justice (Brownell, 1982; Groen et al., 2017). In public organizations, participatory budgeting mechanisms are particularly important for fostering transparency, trust, and accountability, as well as for improving coordination among government officials and

stakeholders (Ebdon & Franklin, 2020; Cepiku et al., 2022).

Technological advancement further shapes contemporary public sector performance management practices. The adoption of information systems and digital technologies has transformed budgeting, reporting, and performance evaluation processes. Advanced information technology enhances accuracy, efficiency, and transparency in public financial management, while also supporting evidence-based decision-making (Mergel et al., 2019; Luna-Reyes & Gil-Garcia, 2023). Recent developments in digital governance, including the use of integrated data systems and analytics, have strengthened the capacity of public organizations to monitor performance outcomes and communicate results more effectively to citizens (Vial, 2021; Wirtz et al., 2024).

In Indonesia, government accountability is formally institutionalized through the Government Performance Accountability Report (Laporan Kinerja Instansi Pemerintah or LKIP), which functions as an official instrument for evaluating organizational performance in the public sector. The LKIP reflects the extent to which government agencies achieve strategic objectives in accordance with their mandated duties and functions. An examination of the 2022 LKIP of the Muna District Government indicates that reported performance achievements and financial accountability were largely aligned with established governmental accounting and performance standards. These findings suggest that structured planning, participatory budgeting, and the utilization of information systems contributed to improved program implementation and target achievement, reinforcing the importance of integrated performance management practices in local government administration (Kementerian PANRB, 2022; Setiyono & Prabowo, 2023).

Figure 1

Comparison of the Realization of SKPD Financial Statement Performance Indicators



Source: *Lakjip Kab.Muna*

Although the performance achievements of the Muna Regency Government in 2022 were generally considered satisfactory, opportunities for further improvement remain. Continuous capacity-building efforts are required, particularly in strengthening financial governance and reporting practices in accordance with Government Accounting Standards (Standar Akuntansi Pemerintahan/SAP). More intensive and systematic approaches—such as workshops, technical guidance, and structured socialization programs—are essential, especially for financial management personnel across organizational units, to ensure that financial statements are prepared accurately, consistently, and in compliance with public sector accounting regulations. Furthermore, the availability of adequate supporting facilities and infrastructure plays a crucial role in enhancing organizational performance within the public sector (Mahmudi, 2020; Mardiasmo, 2021).

The achievement of an Unqualified Opinion (Wajar Tanpa Pengecualian/WTP) awarded by the Supreme Audit Institution of Indonesia (BPK RI) reflects a high level of financial accountability and compliance with established standards. The attainment of a 100 percent performance target related to the WTP opinion, as stipulated in the performance agreement, indicates effective financial management practices. The mandatory use of information technology by central and local

governments is regulated under Government Regulation No. 56 of 2005 concerning Regional Financial Information Systems, which reinforces earlier regulatory frameworks. The implementation of computerized financial systems facilitates faster recording, presentation, analysis, and reporting processes through transaction automation, thereby supporting more accurate and timely financial decision-making in local governments (Mardiasmo, 2021; Susanto & Meiryani, 2019).

Several factors have been identified as influential determinants of public sector employee performance, one of which is participation in the budgeting process. Budgetary participation enables active involvement of employees in financial planning, strengthens communication between superiors and subordinates, and allows the integration of local knowledge into decision-making processes. In public organizations, participatory budgeting also enhances accountability and fosters a sense of responsibility among employees toward organizational performance outcomes (Brownell, 1982; Ebdon & Franklin, 2020). Another important factor is the utilization of information technology. Organizations that respond positively to technological developments by designing and implementing effective information systems tend to experience improved work effectiveness and

organizational performance (Hendayani, 2020; Mergel et al., 2019).

Nevertheless, the Muna Regency Government continues to face challenges related to varying levels of understanding among employees regarding the use of information systems and technology. Limited knowledge and technical skills in operating financial information systems may hinder the optimal utilization of available technological resources. The successful implementation of financial information systems largely depends on the readiness and competence of human resources as system users. Therefore, continuous training and education programs are necessary to enhance employees' technological capabilities, enabling them to leverage information systems more effectively to improve productivity and efficiency in public sector operations (Davis, 1989; Venkatesh et al., 2016).

Based on these considerations, this study aims to examine the effect of budgetary participation on employee performance within local government organizations (Organisasi Perangkat Daerah) in Muna Regency. In addition, the study seeks to analyze the impact of financial information system utilization on employee performance. More broadly, this research is intended to provide empirical evidence on the simultaneous influence of budgetary participation and financial information system utilization on the performance of public sector employees in Muna Regency.

Theoretical And Hypothesis Foundations

Attribution theory explains how individuals interpret the causes of human behavior by distinguishing between internal and external determinants (Heider, 1958; Gibson et al., 1994). Individuals tend to evaluate whether behavior is driven by personal characteristics such as abilities and motivation or by situational pressures arising from the surrounding environment. These attributional interpretations significantly influence attitudes, judgments, and subsequent

behavioral responses within organizational settings (Luthans, 2011). In social perception theory, behavioral causes are commonly classified into dispositional attributions, which originate from internal individual traits, and situational attributions, which arise from contextual and environmental factors (Robbins & Judge, 2017).

Research on work attitudes suggests that various internal characteristics shape employee behavior and performance. Factors such as self control, perceived competence, and personal career aspirations influence how individuals respond to job demands (Herzberg et al., 2011; Steers et al., 2004). At the same time, external pressures including time constraints, workload intensity, and organizational expectations may also affect professional judgment and work attitudes. Consequently, employee behavior often reflects an interaction between dispositional and situational attributions rather than a single causal factor.

Budget participation in the public sector represents a critical mechanism for strengthening management control systems and enhancing organizational performance. Involving managers and work units in the budget formulation process increases accountability, efficiency, and commitment to organizational goals (Brownell, 1982; Mahsun, 2016). Participation allows managers at different hierarchical levels to contribute operational knowledge to financial planning, resulting in more realistic and achievable budget targets (Nangoy et al., 2016; Susilowati, 2016). Public sector budgeting therefore extends beyond financial allocation and functions as a strategic instrument for planning, control, and public accountability (Wahyuni et al., 2014).

The adoption of information technology has become increasingly important in improving organizational effectiveness and employee performance. The perceived usefulness of information systems depends on the intensity of use, diversity of applications, and user competence (DeLone & McLean, 2003;

Syahroni, 2014). When implemented effectively, information technology enhances accuracy, efficiency, and timeliness in organizational processes, thereby supporting managerial decision making and performance evaluation (Davis, 1989).

In Indonesian local governments, the Regional Government Information System plays a central role in supporting development planning and financial management. This system facilitates the collection, processing, and dissemination of regional development data that serve as the basis for planning, implementation, and evaluation of public programs (Ministry of Home Affairs, 2020). Optimizing data and information utilization through integrated systems is essential for improving transparency, accountability, and development outcomes.

Employee performance refers to the actual results achieved by individuals in performing assigned tasks, reflecting both quantitative and qualitative dimensions of work outcomes (Armstrong, 2014). Performance is influenced by individual competence, experience, motivation, and organizational support mechanisms. As an indicator of work achievement, employee performance demonstrates the extent to which responsibilities and objectives are fulfilled effectively (Wanasaputra et al., 2017). Clear performance standards and systematic evaluation processes are therefore essential to ensure consistent performance improvement and organizational effectiveness (Sinambela, 2019).

Research Hypothesis

H1: Budget participation has a positive and significant effect on employee performance.

H2: The utilization of financial information systems has a positive and significant effect on employee performance.

H3: Budget participation and the utilization of financial information systems simultaneously have a positive and significant effect on employee performance

2. Research Methods

This study focuses on examining the effects of budget participation and the utilization of regional financial information systems on employee performance in Muna Regency. Budget participation has been widely acknowledged as an important managerial mechanism that enhances performance by aligning individual goals with organizational objectives and improving commitment and accountability in public organizations (Brownell, 1982; Mahsun, 2016; Susilowati, 2016). Likewise, the utilization of financial information systems plays a critical role in supporting transparency, efficiency, and evidence-based decision-making in local government financial management (DeLone & McLean, 2003; Hendayani, 2020).

The study population consists of 1,473 civil servants working in Regional Apparatus Organizations (Organisasi Perangkat Daerah/OPD). Using a purposive sampling technique, a total of 105 respondents were selected based on predetermined criteria relevant to the research objectives. Purposive sampling is appropriate when researchers seek respondents who possess specific knowledge or experience related to the phenomena under investigation (Sekaran & Bougie, 2016).

Substantively, this research adopts a quantitative approach, emphasizing systematic analysis of relevant variables and phenomena to identify causal relationships among them. In line with the positivist paradigm, the data collected are empirical, observable, and measurable, allowing for statistical analysis to produce findings that are reliable, objective, and scientifically valid (Creswell & Creswell, 2018; Neuman, 2014). Quantitative research is particularly suitable for examining relationships between managerial practices and performance outcomes in public sector organizations (Hair et al., 2019).

The data sources used in this study comprise both primary and secondary data. Primary data refer to information obtained directly

from research subjects through interaction with respondents who are relevant to the research topic (Saunders et al., 2019). In this study, primary data were collected through structured questionnaires administered to selected respondents. Secondary data consist of information obtained from existing sources, such as official documents, archival records, and previous research reports (Sekaran & Bougie, 2016). In this research, secondary data were obtained from documents and archives available at the Regional Apparatus Organizations of Muna Regency.

Data collection procedures involved the distribution of questionnaires to gather primary data and the use of documentation techniques to collect secondary data. Respondents' perceptions were measured using a Likert scale, which is widely used in social science research to measure attitudes, perceptions, and behavioral tendencies (Likert, 1932; Hair et al., 2019). The collected data were subsequently analyzed using multiple linear regression analysis, employing the Statistical Package for the Social Sciences (SPSS) version 25 as the analytical tool.

The analytical approach was designed to examine the relationships between the independent variables—budget participation and the utilization of financial information

systems—and the dependent variable, namely employee performance. Multiple linear regression analysis is appropriate for assessing the magnitude and direction of relationships among variables and for testing research hypotheses in quantitative studies (Gujarati & Porter, 2009; Hair et al., 2019).

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description:

Y = Employee Performance

a = Constant term

b₁ = Regression coefficient for X₁

b₂ = Regression coefficient for X₂

X₁ = Budget Participation

X₂ = Utilization of Financial Information Systems

e = Error term (disturbance factor)

3. Results/Finding

Research Results

Multiple Linear Regression Analysis

The main focus at this stage is to evaluate how much impact two or even more independent variables have with their target, namely the bound variable, as well as estimate the value of the bound variable to be considered in the independent variable. Here are the results presented in the table below.

Table 1
Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.750	.403		4.346	.000
	Participation in Budget Preparation	.159	.072	.207	2.213	.029
	Utilization of Financial IT	.459	.098	.438	4.683	.000
F _{hitung} = 20,146 F _{sig} = .000 ^b F _{tabel} = 3.094 R ² = 0.302 (30,2%) Adjusted R Square = 0.287 (28,7%) t _{tabel} = 1.985						

Source: SPSS V25 data processing results

The multiple linear regression results indicate that the research model has strong and statistically significant explanatory power for employee performance. The F-statistic of 20.146 with a significance value of 0.000 (< 0.05) and exceeding the F-table value of 3.094 confirms that budget participation and the utilization of financial information technology simultaneously have a significant effect on employee performance.

Partially, participation in budget preparation has a positive and significant effect on employee performance ($\beta = 0.207$; $t = 2.213$; $p = 0.029$), indicating that greater employee involvement in the budgeting process leads to improved performance outcomes. Meanwhile, the utilization of financial information technology demonstrates a stronger and more

Testing Hypothesis

Partial Test Results (t)

Table 2 Partial Test (t)

Model		Unstandardized Coefficients	T	Sig.
		B		
1	(Constant)	1.75	4.346	0.000
	Participation in Budget Preparation	0.159	2.213	0.029
	Utilization of Financial Information Systems	0.459	4.683	0.000
t _{table} = 1.985				

Source: SPSS V25 data processing results

The partial hypothesis testing results indicate that each independent variable has a positive and statistically significant effect on employee performance. Participation in budget preparation shows a significant influence, as evidenced by a t-value of 2.213, which exceeds the t-table value of 1.985, with a significance level of 0.029 (< 0.05). This finding confirms that higher involvement of employees in the budgeting process contributes to improved performance outcomes. Furthermore, the utilization of financial information systems demonstrates a stronger and more dominant effect, with a t-value of 4.683 and a significance value of 0.000, indicating a highly significant relationship. These results imply that effective use of financial information systems substantially enhances employee performance. Overall, the findings support the acceptance of both partial hypotheses, confirming that participatory budgeting and financial information system utilization independently play critical roles in improving public sector employee performance..

F Test Results

dominant influence ($\beta = 0.438$; $t = 4.683$; $p = 0.000$), suggesting that effective use of financial information systems substantially enhances work efficiency, accuracy, and employee productivity.

The R^2 value of 0.302 and Adjusted R Square of 0.287 imply that approximately 28.7% of the variance in employee performance can be explained by the two independent variables, while the remaining proportion is influenced by other factors not included in the model. Overall, these findings emphasize that strengthening participatory budgeting practices and optimizing the use of financial information systems are strategic determinants in improving public sector employee performance.

Table 3 Simultaneous Tests (f)

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.909	2	2.454	20.146	.000 ^b
	Residual	11.330	93	.122		
	Total	16.239	95			
F _{table} = 3.094						

Source: SPSS V25 data processing results

The results of the simultaneous (F) test demonstrate that participation in budget preparation and the utilization of financial information systems jointly have a positive and statistically significant effect on employee performance. This is evidenced by an F-statistic of 20.146, which is substantially higher than the F-table value of 3.094, accompanied by a significance level of 0.000 (< 0.05). These findings indicate that the regression model is statistically valid and that the independent variables, when considered simultaneously, provide a meaningful explanation of variations in employee performance. Consequently, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming that budget participation and financial information system utilization together play a crucial role in enhancing employee performance in the public sector context..

Determination Coefficient Test

Table 4 Determination Coefficient Test				
Model Summary^b				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.550 ^a	.302	.287	.34904

Source: Processed Using SPSS V25 (2023)

The results of the coefficient of determination test indicate that the regression model possesses moderate explanatory power in explaining variations in employee performance. The R Square value of 0.302 shows that 30.2% of the variance in employee performance can be explained by participation in budget preparation and the utilization of financial information systems. After adjusting for the number of independent variables, the Adjusted R Square of 0.287 suggests that 28.7% of employee performance variation is consistently accounted for by the model, while the remaining 71.3% is influenced by other factors not included in this study, such as leadership style, organizational culture, work motivation, and individual competencies.

The R value of 0.550 reflects a moderately strong relationship between the independent variables and employee performance, while the standard error of the estimate (0.34904) indicates an acceptable level of prediction accuracy, confirming that the model provides a substantively meaningful, though not exhaustive, explanation of employee performance in the public sector setting..

4. Discussion

The findings of this study demonstrate that budget participation has a positive and statistically significant effect on employee performance in Regional Apparatus Organizations (OPD) of Muna Regency. This result indicates that higher levels of employee involvement in the budget preparation process

are associated with improved performance outcomes. Such involvement enables employees to better understand organizational priorities, align individual tasks with institutional objectives, and develop a stronger sense of responsibility for achieving budgetary targets. The descriptive analysis further shows that respondents perceived their participation in budget formulation positively, with the highest mean score observed for the indicator measuring direct involvement in the budgeting process. This suggests that employees are consistently engaged in proposing, discussing, and refining budget allocations within their respective OPDs.

Indicators related to the degree of influence over budget determination received favorable evaluations, indicating that although budget decisions remain structurally controlled, employees still perceive that their contributions meaningfully inform budgetary objectives. Similarly, the indicator reflecting the need to consult superiors before final budget decisions suggests that budget formulation is characterized by deliberation and procedural prudence, ensuring that financial decisions are not finalized without sufficient justification and managerial confidence. These findings reinforce the view that participatory budgeting in the public sector functions not only as a technical planning tool but also as a mechanism for strengthening coordination, accountability, and organizational commitment.

From a theoretical standpoint, budgeting represents a structured planning instrument that translates organizational goals into quantified financial plans for a future period (Horngren et al., 2018). In the public sector, participatory budgeting serves as an essential managerial control system that integrates planning, control, and public accountability (Mahsun, 2016). Involving multiple organizational units in the budgeting process enhances ownership and responsibility, thereby fostering higher levels of performance and accountability among employees. The active participation of managers at various

hierarchical levels contributes to more realistic budget targets and provides clearer direction regarding organizational vision, mission, and strategic priorities.

The results of this study are also consistent with attribution theory, which explains how individuals interpret the causes of their behavior and performance outcomes (Heider, 1958; Gibson et al., 2012). Employees who perceive their involvement in budgeting as meaningful are more likely to attribute performance outcomes to internal factors such as effort, competence, and commitment, rather than external constraints. These internal attributions, in turn, reinforce motivation and proactive work behavior (Luthans, 2011). Consequently, participatory budgeting not only improves technical decision-making but also shapes psychological processes that support sustained performance improvement.

Empirically, this study aligns with prior research demonstrating a positive relationship between budget participation and employee performance. Anggraeni (2020) found that active involvement in budget preparation significantly enhanced employee motivation, accountability, and performance in local government institutions. Similar findings have been reported in international public sector studies, which emphasize that participatory budgeting strengthens goal clarity and managerial effectiveness (Brownell, 1982; Shields & Shields, 1998).

In addition to budget participation, the findings indicate that the utilization of regional financial information systems has a positive and significant effect on employee performance. This implies that improved use of financial information technology contributes directly to enhanced work efficiency, accuracy, and productivity in OPDs of Muna Regency. Respondents rated the availability and use of computer systems as highly adequate, indicating that financial transactions and accounting processes are largely computerized through integrated systems such as the Regional Government Information System (SIPD). These systems

support end-to-end financial processing, from transaction recording to financial reporting, thereby reducing manual workloads and minimizing errors.

The indicators related to network infrastructure and system connectivity also received high evaluations, suggesting that internet and local network access are sufficiently available to support data exchange and information sharing across organizational units. Although network utilization has not yet reached optimal levels, it has become the primary medium for communication and data transmission, enabling faster and more efficient administrative processes. These findings support the argument that information technology not only automates routine tasks but also enhances human roles by providing timely, relevant, and reliable information for decision-making (Romney & Steinbart, 2021).

Information technology has fundamentally reshaped organizational structures and work processes by enabling task automation, improving coordination, and supporting evidence-based management (Laudon & Laudon, 2022). In the public sector, financial information systems play a crucial role in enhancing transparency, accountability, and performance measurement. As noted by Geovannie et al. (2016), financial information technology functions as an organizational instrument that facilitates information processing and fulfills institutional information needs, both financial and non-financial.

The findings of this study corroborate previous empirical research by Purwoko (2020), which demonstrated that the utilization of financial information systems significantly improved employee performance in the Regional Revenue, Finance, and Asset Management Agency of Blitar City. The use of such systems reduces routine administrative burdens, allowing employees to focus on higher-value strategic tasks, thereby enhancing overall organizational performance.

Furthermore, the simultaneous analysis confirms that budget participation and financial information system utilization jointly exert a significant effect on employee performance. This indicates that the integration of participatory managerial practices with technological support systems creates a synergistic effect that strengthens organizational effectiveness. When employees are actively involved in budgeting and supported by reliable information systems, they are better equipped to perform their duties efficiently and responsibly.

Finally, respondents' evaluations of overall employee performance indicate a high level of effectiveness, particularly in terms of service delivery and work quantity. Employees were perceived as capable of providing optimal services to the public, colleagues, and superiors, while also completing routine and additional tasks with satisfactory quality. Performance, as conceptualized in this study, reflects the outcomes of individual effort influenced by ability, commitment, and experience, and is commonly assessed through dimensions of quantity, quality, and timeliness (Mangkunegara, 2018; Wanasaputra & Dewi, 2017).

In conclusion, this study provides robust empirical evidence that budget participation and the utilization of regional financial information systems significantly enhance employee performance. The alignment between participatory budgeting processes and financial information technology fosters a more efficient, accountable, and performance-oriented work environment in the OPDs of Muna Regency.

5. Conclusion

Based on the results of the analysis and discussion, it can be concluded that budget participation and the utilization of regional financial information systems play a significant role in improving employee performance in the Regional Apparatus Organizations of Muna Regency. The findings demonstrate that budget participation has a

positive and significant effect on employee performance, indicating that greater employee involvement in the budget preparation process contributes to higher levels of responsibility, motivation, and performance achievement.

In addition, the utilization of regional financial information systems also has a positive and significant effect on employee performance. This result confirms that the effective use of financial information technology supports efficiency, accuracy, and timeliness in task execution, thereby enhancing overall employee performance. The availability of adequate computer facilities, integrated financial systems, and network infrastructure enables employees to perform their duties more effectively and reduces routine administrative burdens.

Furthermore, the simultaneous test results reveal that budget participation and financial information system utilization jointly influence employee performance. This indicates that the combination of participatory budgeting practices and technological support systems creates a synergistic effect that strengthens organizational performance. However, the coefficient of determination shows that a portion of employee performance is still influenced by other factors not examined in this study, such as leadership style, organizational culture, and individual competence.

Overall, this study suggests that local governments should strengthen participatory budgeting mechanisms and continuously improve the utilization of financial information systems to enhance employee performance and public sector accountability.

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