The Role of Organizational Commitment Moderating Factors Affecting Budget Absorption

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Abstract:

This study aims to prove the influence of budget planning, human resource competence, and utilization of information technology on budget absorption with organizational commitment as a moderating variable. Using a quantitative research method, purposive sampling was used in the sample selection process, 185 respondents, including the Budget Implementation Coordinator (KPA), Budget Implementation Coordinator (PPK), Budget Implementation Coordinator (PPSPM), Head of Planning Sub-Division and Expenditure Treasurer in 37 work units under the Surabaya High Religious Court. The hypothesis was tested with SEM-PLS by SMART PLS 4.1.0.9. The results showed that budget planning does not affect budget absorption, human resource competence, and information technology, which significantly impacts budget absorption. Organizational commitment as a moderating variable does not moderate the impact of budget planning and human resource competence on budget absorption, but it does moderate the effect of information technology utilization on budget absorption.

Keywords: *Budget Absorption, Budget Planning, Competence, Information Technology, Organizational Commitment*

1. Introduction

The effectiveness of budget absorption is one of the main indicators in the implementation of government budgets. Proper absorption indicates that the allocated funds have been executed according to plan, which contributes positively to government performance. However, a recurring issue in public budgeting is the slow realization of expenditures at the beginning of the fiscal year, often followed by a sharp increase toward the end. This pattern tends to result in rushed spending, inefficiencies, and a decline in the quality and effectiveness of government programs (Imelda et al., 2023; Kuntadi & Puspasari, 2023; Sawitri, 2023). This issue is also evident in specific government institutions, including the Religious Courts in East

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Java, where many working units have consistently failed to meet quarterly budget realization targets over the past few years.

Although numerous studies have addressed the issue of low budget absorption, most of them focus on macro-level aspects such as regional governments or ministries as a whole (Shebrina et al., 2023; Gagola et al., 2022). Several researchers highlight factors such as planning quality, human resource capacity, and implementation commitment as key contributors (Rachman et al., 2024; Prasetyo & Nugraheni, 2023). However, studies that specifically investigate budget absorption in judicial institutions—particularly religious courts—are still very limited. These institutions possess distinct managerial characteristics and workload dynamics compared to executive agencies. Therefore, this study aims to fill that research gap by contextually analyzing the factors that affect low budget absorption within the Religious Courts in East Java. To address this gap, the present study employs a case-based and institutional approach, utilizing both quantitative and qualitative methods to capture internal organizational dynamics, planning practices, and budget execution behavior. This approach is expected to yield more practical, evidence-based recommendations that are tailored to the specific operational realities of religious courts, ultimately enhancing budget implementation effectiveness.

According to Regulation PER-5/PB/2024, budget absorption is a performance indicator measured by the weighted average of expenditure realization compared to the budget target per quarter: 15% in Quarter I, 50% in Quarter II, 70% in Quarter III, and 90% in Quarter IV. These benchmarks are intended to guide work units in managing their budget drawdowns evenly and effectively throughout the fiscal year. Nonetheless, the repeated underperformance in meeting these targets by multiple work units underscores the need for a deeper investigation into the underlying factors that influence budget absorption.

Numerous studies have attempted to identify the determinants of budget absorption. Among the most commonly studied factors are budget planning, human resource (HR) competencies, and the use of information technology (IT). Good budget planning is believed to be a crucial factor in ensuring that budget execution aligns with strategic goals (Romenska et al., 2020; Keng'Ara & Makina, 2021). Several researchers (e.g., Harisma et al., 2024; Acilities & Allard, 2007) support the view that effective planning enhances absorption performance, although some (e.g., Handayani et al., 2022; Cahyaningtyas & Gunawan, 2023) argue that planning does not significantly influence the absorption outcome.

In parallel, the competence of human resources—particularly those involved in financial roles—has also been linked to budget performance. Competent personnel are more likely to understand financial procedures, comply with regulations, and manage budgets efficiently (Setiawan, 2022; Baptiste et al., 2024). Studies by Heniwati (2023) and Atukunda et al. (2024) support the significant positive relationship between HR competence and budget absorption. However, other findings challenge this view, indicating no significant correlation (Indriasih & Sulistyowati, 2022; Salman & Ganie, 2020).

Information technology is another factor influencing budget execution. Applications such as SAKTI, mandated by the Ministry of Finance, are intended to integrate planning, execution, and accountability processes. Several studies show that IT utilization improves accuracy, transparency, and efficiency in budget realization (Chen & Hao, 2022; Wanyonyi & Theuri, 2021), but some researchers report negative or insignificant effects (Lindawati & Fauziah, 2019; Nilasari et al., 2024).

Given the mixed results in the literature, researchers have proposed the inclusion of moderating variables such as organizational commitment. Commitment reflects an employee's sense of responsibility and dedication to their institution, which can strengthen or weaken the effect of the aforementioned factors on budget absorption (Harb & Eyupoglu, 2023; Sun et al., 2022). Studies have found that high organizational commitment may enhance the influence of budget planning, HR competencies, and IT usage (Oktari et al., 2020; Hutagalung et al., 2024), although some research presents contradictory findings.

This study aims to test and analyze the effect of budget planning, human resource competence, and the use of information technology on budget absorption, with organizational commitment as a moderating variable. Using quantitative methods and data from 37 work units in the Religious Courts under the jurisdiction of the East Java High Religious Court over five years (2020–2024), the study seeks to provide practical recommendations. Improving budget absorption is crucial to ensure that government programs are implemented effectively and that public funds are used optimally according to their intended purposes.

2. Theoretical Background

Agency Theory: Agency theory explains the relationship between two main parties, namely the principal (owner or mandate giver) and the agent (executor or mandated party) described in the form of a contract (Jensen & Meckling, 1976) in (Eisenhardt, 1989) . In the public sector, the public is referred to as the principal who gives trust to the government (agent) to manage the state and local budgets. Both central and local governments are given the trust to manage the budget from planning, implementation, and supervision of budget management.

Technology Acceptance Model (TAM): *The Technology Acceptance* Model (TAM) is a theory developed by (Davis, 2013) To explain how users accept and use new technologies. TAM focuses on psychological factors that influence users' intention to adopt technology; the main components of TAM are *Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Attitude Toward Using (AT), Behavioral Intention to Use (BI), Actual Use.* By increasing *perceived usefulness* and *ease of use*, the government can encourage employees to use technology more effectively, increasing the efficiency and accuracy of budget absorption. One of the implementations of TAM is the SAKTI application, which is applied to all work units of central agencies and

starts the process of planning, implementing, recording, and reporting government budgets.

Budget Absorption: A budget is a policy expressed in numbers. (Jung, 2022) . Government budgets must be run efficiently to encourage economic development and social welfare. According to (Heniwati, 2023) Budget absorption is the disbursement or realization of the budget from the programs and activities listed in the Budget Realization Report for a certain period. Budget absorption illustrates how effectively an agency or organization uses its funds to support activities, programs, or projects set in a certain period. According to (Almi & Amalia, 2022) Budget absorption is important in achieving national goals to improve and maintain public welfare. High budget absorption reflects the organization's ability to allocate resources effectively.

Budget Planning: Budgets regulate a country's social, economic, investment, and foreign policies (Igor, 2023). Governments play an important role in sustainable development through budget planning (Thesari & Lizot, 2021). According to (Augustine, 2020), budget planning is the first step in the budget process, followed by the preparation, implementation, and implementation of the budget report to be accounted for. In carrying out planning, allocating a budget by the activities to be carried out is necessary. Therefore, failure in budget execution results in shifting spending priorities, exceeding targets, and sacrificing essential services that have been set (Jena, 2024). Improper planning aspects in determining the budget to be presented will impact not optimizing the work activity program properly (Sari, N.D., & Maria, M., 2023). Therefore, the focus of budget planning is the achievement of common goals by utilizing or managing limited resources to be right on target so that important programs and objectives of budgeting can be prioritized. This is because the efficiency of budget allocation is determined by the budget planning that has been determined previously.

Human Resource Competencies: According to (Sesa et al., 2021) Human resources are the most important organizational element. Therefore, human resources must be appropriately managed so that organizational goals are achieved. The concept of competence (Libânio & Amaral, 2017) Explains the concept of competence related to individual, collective, and organizational capabilities. (Libânio & Amaral, 2017) It defines individual competence as being related to individual knowledge, abilities, and attitudes. In line with (Prawiro & Toni, 2024) Competence is a characteristic that can be seen from his skills, knowledge, and abilities in completing the assigned tasks. While (Emmerling & Boyatzis, 2009) Defines employee competence as an ability that leads to effective performance. In the plural, competencies must be developed in employees to meet job demands because employees with various competencies can meet their job demands easily and quickly. Value employees with diverse skills as an asset to the organization, as they can handle many current and future job requirements (Musarapasi & Garanti, 2020) . Competencies represent skills and abilities, i.e. the human capacity to perform new tasks and solve highly complex problems in specific work situations. (Hernaus et al., 2024) . Attitude is also an important part of

competence, just as a proactive and prepared attitude is what organizations expect. Therefore, competence is a combination of knowledge (formal and informal education, training, and experience), skills (practical use of knowledge), and attitudes (such as honesty, loyalty, and style of action: perfectionism and independence.) (Buheji et al., 2020) .

Information Technology Utilization: According to Law Number 11 of 2008, information technology is a technique for collecting, preparing, storing, processing, announcing, analyzing, and disseminating information. According to (Darwis, 2024) Information technology is a series of formal procedures by which data is collected, processed into information, and distributed to users. Information technology is currently very familiar and inseparable in human life. Information technology has also changed the way of working, producing, coordinating, and thinking, and significant changes have occurred through the use of information technology in various business systems and organizations. (Philipp & Hensel-börner, 2020) . Information technology in the workplace is designed to assist employees, increase their work productivity, and improve employee collaboration. (Rasool et al., 2022) . Information technology, including computers, can process and store information and multiply human abilities in their work. With information technology, work is completed faster and more accurately.

Organizational Commitment : Organizational commitment is a psychological bond between employees and their employers that reduces the likelihood that they will quit on their own (Midhat ali et al., 2021) . Organizational commitment is a disposition among individuals to maintain membership in an organization because of a strong desire to contribute to its welfare and benefit from its values and goals. (Othman & Busari, 2025) . According to (Porter et al., 1974) Organizational commitment can be divided into three categories: (a) a strong belief and acceptance of the goals and values of the organization, (b) a willingness to exert a significant amount of effort on behalf of the organization, and (c) a clear desire to continue to be a member of the organization. Meanwhile, according to research (Meyer et al., 1993) organizational commitment has three components: emotional, ongoing, and normative commitment.

3. Methodology

This study employs a quantitative research approach. According to Sugiyono (2020), quantitative methods involve research that uses numerical data and statistical analysis. The research population consists of all Work Units under the jurisdiction of the Surabaya High Religious Court, totaling 37 Religious Court Work Units. The sample in this study was selected using purposive sampling. According to Hair et al. (2021), the ideal number of representative samples is 5 to 10 times the number of indicators used, with 10 times being preferable. With 21 indicators in this study, the minimum required sample size is 210 respondents. However, not all potential respondents met the defined criteria. The inclusion criteria are: (1) having more than one year of work experience, (2) serving as a budget manager such as Budget User Authority (KPA),

Commitment Making Officer (PPK), SPM Signing Officer (PPSPM), or Expenditure Treasurer (BP), and (3) being involved in budget planning, in this case, the Head of Planning Subdivision. Based on these criteria, the number of qualified budget managers across the 37 work units is 37 x 4 = 148, and the number of planning heads is 37 x 1 = 37, resulting in a total of 185 eligible respondents. The data used in this research consist of primary and secondary data. Primary data were obtained through questionnaires distributed to the 185 respondents across 37 Religious Court Work Units in East Java. Meanwhile, secondary data were sourced from the Budget Ceiling and Realization Reports retrieved from the OMSPAN application (https://spanint.kemenkeu.go.id/spanint/latest/app/). Research variables are defined as elements that researchers identify and examine in order to gather information and draw conclusions (Sugiyono, 2020).

4. Empirical Findings/Result

This research was analyzed using a quantitative method, descriptive statistics, and hypothesis testing with partial least squares (PLS). The variables involved in this study are budget planning, human resource competencies, information technology utilization, budget absorption, and organizational commitment.

A. Respondent Characteristics

The questionnaire was given to 185 budget manager respondents consisting of Budget User Authorities (KPA), Commitment Officers (PPK), SPM Signing Officers (PPSPM), Expenditure Treasurers (BP), and Planning Subdivision Heads. The number of questionnaires returned was 185 questionnaires with the following criteria:

Table 2. Respondent Characteristics

Characteristics	Category	Total	Percentage
Gender	Male	103	55.68%
	Female	82	44.32%
Position	FTC	37	20%
	PPK	37	20%
	PPSPM	37	20%
	Planning	37	20%
	BP	37	20%
Education	High School / Equivalent	3	1.62%
	Diploma (D1/D2/D3)	15	8.11%
	D4 / Bachelor	107	57.84%
	S2	60	32.43%
Length of Service	1 - 5 years	42	22.70%
	6 - 10 years	13	7.03%
	11 - 15 years	59	31.89%
	16-20 years	38	20.54%
	>20 years	33	17.84%

Based on Table 2, it can be seen that the number of respondents seen from the gender of men was 103 people (55.68%) and women 82 people (44.32%). When viewed from the level of education, the most are D4 / Bachelor 107 people (57.84%), S2 60 people (32.43%), Diploma (D1 / D2 / D3) 15 people (8.11%) and SMA / equivalent three people (1.62%). Meanwhile, when viewed in terms of tenure, more tenure is 11-15 years as many as 59 people (31.89%), 1-5 years 42 people (22.70%), 16-20 years 38 people (20.54%), >20 years 33 people (17.84%), and 6-10 years 13 people (7.03%).

B. Data Analysis
1. Outer Model Testing (Measurement Model)
The measurement model in this study consists of a reflective measurement model where the variables of budget planning, HR competence, information technology utilization, budget absorption and organizational commitment are measured reflectively. In (Sarstedt et al., 2021) evaluation of the reflective measurement model consists of loading factor ≥ 0.70 composite reliability ≥ 0.70 Cronbach's alpha ≥ 0.70 and average variance extracted (AVE ≥ 0.50) as well as evaluation of discriminant validity, namely the Fornell and Larcker criteria and HTMT (Heterotrait Monotrait Ratio) below 0.90.
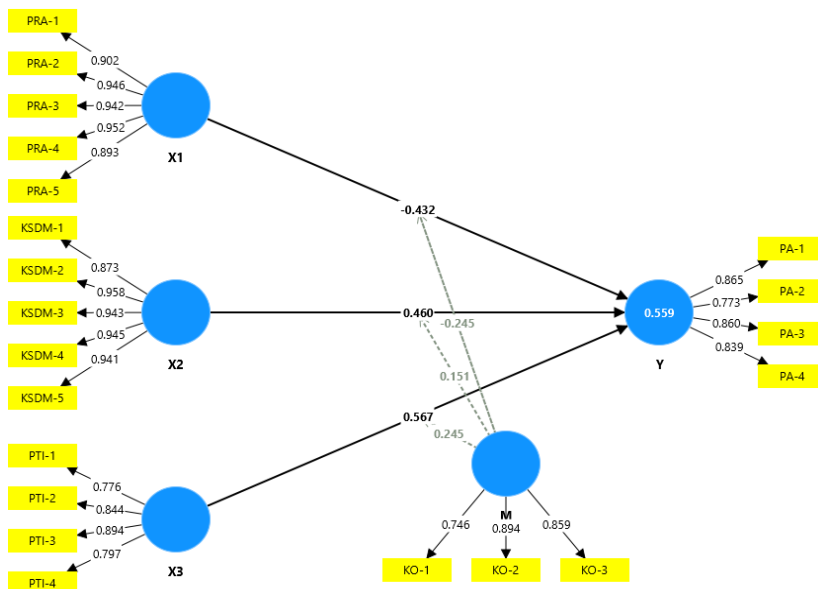
Figure 1. PLS Output

Table 3. Outer Model Measurement

Construct	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
	≥ 0.70	≥ 0.70	≥ 0.70	≥ 0.50
Budget Planning (PRA) (X1)				
PRA-1	0.902			
PRA-2	0.946			
PRA-3	0.942	0.785	0.873	0.698
PRA-4	0.952			
PRA-5	0.893			
HR Competence (KSDM) (X2)				
KSDM-1	0.873			
KSDM-2	0.958			
KSDM-3	0.943	0.959	0.968	0.860
KSDM-4	0.945			
KSDM-5	0.941			
IT utilization (PTI) (X3)				
PTI-1	0.776			
PTI-2	0.844	0.962	0.971	0.870
PTI-3	0.894			
PTI-4	0.797			
Organizational Commitment (KO) (M)				
KO-1	0.746			
KO-2	0.894	0.849	0.898	0.688
KO-3	0.859			
Budget Absorption (PA) (Y)				
PA-1	0.865			
PA-2	0.773	0.855	0.902	0.697
PA-3	0.860			
PA-4	0.839			

Based on Table 3, all constructs reflect indicators with loading factors (LF) having a value > 0.70. All variables' reliability levels are acceptable with a *Composite reliability* value and *Cronbach's* alpha> 0.70 and *convergent validity* indicated by AVE> 0.50. Budget planning variables are more strongly reflected by PRA-4 (LF = 0.952), namely budget preparation is made by the priority of strategic activities, and PRA-2 (LF = 0.946), which is made based on accurate data and information. So, budget planning gets better if budget preparation is based on prioritized activities and accurate data and information. The HR Competency variable is measured by five valid items where the outer loading lies between 0.873 - 0.958, indicating that the five items are strongly correlated in explaining human resource competencies. Among the five valid measurement items, resource competence is more strongly reflected by KSDM-2 (LF = 0.958), namely, Budget Managers are always able to complete the

budget disbursement process by the specified time and KSDM-4 (LF = 0.945), namely budget managers can utilize information technology in carrying out budget management and. So the competence of human resource managers is reflected by budget managers who can complete the budget disbursement process and can utilize information technology in carrying out budget management. Likewise, the information technology utilization variable is measured by four valid items where the outer loading lies between 0.776- 0.894 which indicates that the four items are strongly correlated in explaining information technology. more substantial information technology utilization is reflected by PTI-3 (LF = 0.894), namely the SAKTI Application makes it easier for financial managers to store and manage financial information, and PTI-2 (LF = 0.844), namely the SAKTI Application used so far has made the work of financial managers more effective and efficient. So, the high utilization of information technology is reflected in the use of the SAKTI application to store and manage financial information to make financial management more effective and efficient. The next stage is to check the discriminant validity in this study using Fornell Larcker, Cross Loading, and HTMT.

Table 4. Discriminant Validity with Fornell Larcker

	KO	PRA	KSDM	PTI	PA
KO	0.835				
PRA	0.430	0.927			
KSDM	0.482	0.859	0.933		
PTI	0.484	0.666	0.729	0.829	
PA	0.579	0.425	0.547	0.626	0.835

Testing discriminant validity with Fornell Larcker, as seen in Table 4, shows that the root AVE value of the KO dimension is 0.835, which is higher than its correlation with PRA 0.430, higher than its correlation with HRM 0.482 and so on up to PA 0.579. These results indicate the fulfillment of good discriminant validity for the PA dimension. Overall, each dimension has a higher AVE root than the correlation of that dimension with other dimensions. So that discriminant validity is fulfilled for all measurement dimensions.

Table 5. Cross Loading

	KO	PRA	KSDM	PTI	PA
KO-1	**0.746**	0.226	0.281	0.317	0.358
KO-2	**0.894**	0.456	0.492	0.488	0.570
KO-3	**0.859**	0.355	0.400	0.384	0.491
PRA-1	0.426	**0.902**	0.788	0.582	0.391
PRA-2	0.381	**0.946**	0.780	0.624	0.380
PRA-3	0.356	**0.942**	0.786	0.589	0.348
PRA-4	0.384	**0.952**	0.819	0.620	0.379
PRA-5	0.433	**0.893**	0.800	0.657	0.453
KSDM-1	0.362	0.823	**0.873**	0.628	0.429
KSDM-2	0.496	0.816	**0.958**	0.695	0.541
KSDM-3	0.449	0.813	**0.943**	0.733	0.525
KSDM-4	0.495	0.776	**0.945**	0.684	0.554

KSDM-5	0.428	0.790	**0.941**	0.648	0.489
PTI-1	0.383	0.791	0.767	**0.776**	0.409
PTI-2	0.373	0.597	0.634	**0.844**	0.483
PTI-3	0.388	0.576	0.623	**0.894**	0.588
PTI-4	0.458	0.322	0.445	**0.797**	0.564
PA-1	0.414	0.356	0.481	0.535	**0.865**
PA-2	0.495	0.422	0.490	0.437	**0.773**
PA-3	0.507	0.304	0.416	0.557	**0.860**
PA-4	0.517	0.347	0.448	0.551	**0.839**

Based on Table 5, all organizational commitment measurement items (KO-1, KO-2, and KO-3) correlate higher with the Organizational Commitment variable. Likewise, the budget planning variables (PRA-1, PRA2, PRA-3, PRA-4, and PRA-5) are higher than the budget planning variables, as are the human resource competency variables, information technology utilization, and budget absorption. So, it can be said that it meets the criteria.

Table 6. Discriminant Validity with HTMT

	KO	PRA	KSDM	PTI	PA	KOxPTI	KOxKSDM
KO							
PRA	0.473						
KSDM	0.534	0.895					
PTI	0.579	0.760	0.823				
PA	0.690	0.468	0.603	0.721			
KO x PTI	0.405	0.538	0.567	0.719	0.324		
KO x KSDM	0.389	0.650	0.749	0.593	0.352	0.801	
KO x PRA	0.350	0.700	0.628	0.550	0.309	0.785	0.885

Table 6 shows that the HTMT values of all dimension pairs are <0.90, indicating that discriminant validity is accepted. Overall, the test results show that the variables exhibit strong validity and reliability, making them suitable to support the implementation of additional tests. The consistent correlations among the variables further strengthen the model's credibility, ensuring that the model can effectively measure the constructs being evaluated.

2. Inner Model Testing

The inner model analysis aims to test the research hypothesis. This structural model needs to analyze several parts, namely Collinearity / Variance Inflation Factor / VIF) and R Square. This research is reflective, so Collinearity / Variance Inflation Factor / VIF) testing is not required (Hair et al., 2021). then, the collinearity test uses R Square.

Table 7. R Square

	R-square	Adjusted R-square
PA	0.559	0.541

Based on Table 7 of the results of the coefficient of determination analysis above, it can be concluded that the R Square value of the simultaneous influence of budget planning, human resource competencies, and information technology utilization on budget absorption with organizational commitment as a moderating variable is 0.559 with an Adjusted R Square value of 0.541. So, it can be explained that all exogenous constructs of budget planning, human resource competencies, and utilization of information technology on budget absorption with organizational commitment simultaneously amounted to 0.559 or 55.9%. Meanwhile, for the Adjusted R Square value of 0.541 or 54.1%, the effect of budget planning, human resource competencies, and information technology utilization on budget absorption with organizational commitment as a moderating variable is in the moderate category because the value is less than 0.75 and more than 0.50.

2. Hypothesis Test
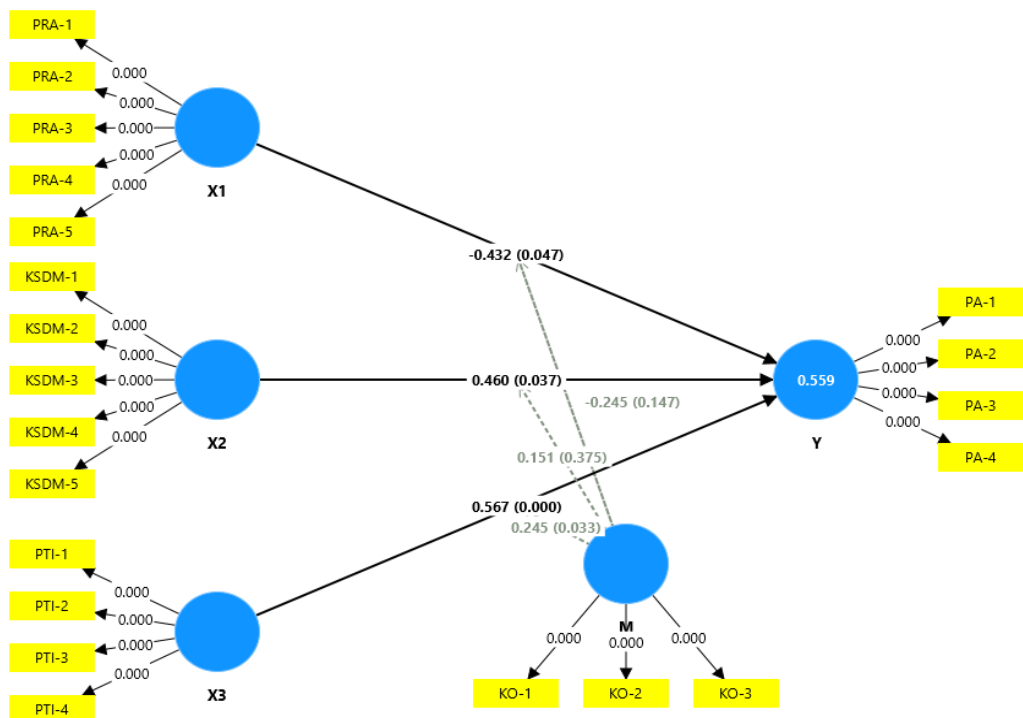
Figure 2. Bootstrapping Output

Table 8. Hypothesis Test

	Path Coefficient	P Values	95% Confidence Interval Path Coefficient		F Square
			Lower Limit	**Upper limit**	
KO -> PA	0.352	0.000	0.202	0.479	0.205
PRA -> PA	-0.432	0.047	-0.898	-0.026	0.065
KSDM -> PA	0.460	0.037	-0.019	0.872	0.051
PTI -> PA	0.567	0.000	0.341	0.874	0.208
KO x PTI -> PA	0.245	0.033	0.051	0.511	0.055
KO x KSDM -> PA	0.151	0.375	-0.162	0.520	0.010
KO x PRA -> PA	-0.245	0.147	-0.660	0.023	0.037

Based on Table 8 the test results above show that:

The first hypothesis (H1) is Rejected, namely that there is a significant effect of budget planning on budget absorption with a path coefficient (-0.432) and p-value (0.047 <0.05). Any change in budget planning will reduce budget absorption. In the 95% interval, the effect of budget planning on reducing budget absorption lies between -0.898 and -0.026. However, the existence of budget planning in increasing budget absorption has a moderate influence at the structural level (f square = 0.205).

The second hypothesis (H2) is accepted, namely that there is a significant positive effect of human resource competence on budget absorption with a path coefficient (0.460) and p-value (0.037 <0.05). Any change in human resource competencies will increase budget absorption. In a 95% interval, the effect of human resource competencies on budget absorption lies between -0.019 and 0.872. However, the presence of human resource competencies in increasing budget absorption has a low influence at the structural level (f square = 0.065). The need to increase human resource competence is considered important. When there is an increase in human resource competence in budget management, budget absorption will increase to 0.872.

The third hypothesis (H3) is accepted, namely that there is a significant positive effect of information technology utilization on budget absorption with a path coefficient (0.567) and p-value (0.000 <0.05). Any change in the utilization of information technology will increase budget absorption. In a 95% interval, the effect of information technology utilization on increasing budget absorption lies between 0.341 and 0.874. However, the existence of information technology utilization in increasing budget absorption has a low influence at the structural level (f square = 0.051). The need to increase the utilization of information technology is considered important, as when there is an increase in the utilization of information technology in budget management, the increase in budget absorption will increase to 0.874.

The Fourth Hypothesis (H4) is rejected where organizational commitment is not significant as a moderating variable, namely, moderating budget planning on budget absorption with a path coefficient (-0.245) and a p-value (0.147>0.05).

The Fifth Hypothesis (H5) is rejected where organizational commitment is not significant as a moderating variable, namely moderating human resource competence on budget absorption with a path coefficient (0.151) and p-value (0.375>0.05).

The sixth hypothesis (H6) is accepted where organizational commitment has a significant positive role as a moderating variable, namely moderating the use of information technology on budget absorption with a path coefficient (0.245) and p-value (0.03 <0.05). However, at the structural level, the moderating effect of organizational commitment is still relatively low (0.055). In the 95% confidence interval by increasing organizational commitment, this moderating role will strengthen the effect of organizational commitment in moderating the use of information technology on budget absorption up to 0.511.

3. Model Fit Test
PLS is a variance-based SEM analysis with the aim of testing model theory that focuses on prediction studies. Therefore, several measures were developed to declare the proposed model acceptable such as *R-square, Q-Square, SRMR, PLS Predict*, Hair et al (2019) and *Goodness of Fit Index* (GoF Index), Sarstedt and Henseler (2019) as well as checking the *robustness* of the model by testing the linearity of the relationship between variables, Hair et al (2019), Sarstedt et al (2019), *endogeneity* and heterogeneity of the model sample with Fimix PLS, (Hair et al (2019).

Table 9. R Square and Q square

	R-square	Q-square
PA	0.541	0.365

Based on Table 9, it is 0.541, and the effect of budget planning, human resource competencies, and utilization of information technology with organizational commitment as a moderating variable is 54.1% (moderate influence) because it is above 0.50 and 0.75. The coefficient of determination (R^2) is expected to be between 0 and 1. R square values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak. The Q square value for budget absorption (0.365) is above 0 (model *predictive relevance)*. Q Square value of budget planning (0.365 > 0.25) has medium predictive relevance.

Table 10. SRMR, D-uls, and d-G

	Saturated Model	Estimated Model
SRMR	0.057	0.066
D-uls	0.762	1.007
d-G	0.759	0.854

Table 10. shows the SRMR value of 0.066 <0.08 that the model fits the empirical data. According to (Sarstedt et al., 2021) RMSE and MAE values in PLS must be lower than those in linear regression models. In Table 11, PLS Predict, the model has high predictive power if all its RMSE or MAE values are lower than those of the LM comparison model (linear regression model).

Table 11. PLS Predict

	Qsquare Predict	PLS Model		LM Model	
		RMSE	MAE	RMSE	MAE
PA-1	0.338	0.428	0.298	0.470	0.349
PA-2	0.246	0.505	0.376	0.545	0.418
PA-3	0.365	0.398	0.256	0.431	0.296
PA-4	0.361	0.383	0.263	0.388	0.279

Table 11 presents the results of *PLS Predict*, comparing the performance of the Partial Least Squares (PLS) model with the Linear Model (LM) using three metrics: Q^2 predict, Root Mean Square Error (RMSE), and Mean Absolute Error (MAE) across four indicators (PA-1 to PA-4). The positive Q^2 predict values for all indicators (PA-1 = 0.338, PA-2 = 0.246, PA-3 = 0.365, PA-4 = 0.361) indicate that the PLS model has good predictive relevance. Although the LM model shows lower RMSE values for certain indicators (such as PA-1 and PA-3), the PLS model demonstrates competitive or better MAE values in several cases, notably for PA-1 and PA-4. Overall, the results suggest that the PLS model has sufficient predictive reliability and is appropriate for predicting performance indicators in this study.

5. Discussion

Based on the hypothesis testing results, this discussion elaborates on the influence of budget planning, human resource competence, and information technology utilization on budget absorption, with organizational commitment as a moderating variable.

First, the findings reveal that budget planning has a negative effect on budget absorption. This suggests that rigid or inflexible planning may hinder the adaptability required for effective budget realization. Similar insights are echoed by Jena (2024) and Igor (2023), who emphasize the importance of adaptive institutional frameworks in budget planning. Jung (2022) further adds that transparency in budgeting enhances efficiency, indicating that both the quality and openness of the planning process are crucial.

Conversely, human resource competence significantly and positively affects budget absorption. This implies that improving competencies—such as relational coordination and managerial skills—contributes to more effective budget execution, as discussed by Hernaus et al. (2024) and Libânio & Amaral (2017). Supporting this, Kuntadi and Puspasari (2023) and Imelda et al. (2022) assert that strong human resource capabilities significantly enhance budget implementation effectiveness.

Information technology utilization also shows a significant positive effect on budget absorption. This aligns with the findings of Keng'Ara and Makina (2021), who state that integrated financial management information systems can improve financial performance, and Harisma et al. (2024), who highlight the crucial role of digital tools in managing public sector funds.

Organizational commitment as a moderating variable presents mixed results. It significantly moderates the relationship between information technology utilization and budget absorption. This supports the findings of Indriasih and Sulistyowati (2022), who affirm that organizational commitment plays a vital role in managing public funds. However, its moderating role in the relationship between budget planning or human resource competence and budget absorption was found to be insignificant. This may reflect inconsistencies in how organizational commitment is understood or applied within public institutions, as also noted by Kuntadi and Puspasari (2023).

From a model performance perspective, the R-square value indicates that approximately 54.1% of the variance in budget absorption can be explained by the independent and interaction variables, suggesting a moderate explanatory power (Hair et al., 2019). The positive Q-square value confirms that the model has adequate predictive relevance (Sarstedt & Henseler, 2019).

The model fit indicators show that the model is appropriate, with an SRMR value below the 0.08 threshold (Sarstedt et al., 2021). Moreover, the PLS Predict analysis indicates that the PLS model provides satisfactory predictive ability, although in some instances, the linear model (LM) performs slightly better in terms of RMSE. This suggests that while the PLS model is suitable for prediction, efforts should be made to enhance its predictive accuracy for future policy applications.

In summary, this study underscores the importance of improving human resource competence and leveraging information technology to enhance budget absorption. It also highlights the potential drawbacks of inflexible budget planning. Strengthening organizational commitment is particularly valuable when integrated with digital governance efforts, as demonstrated by multiple sources including Heniwati (2023) and Heniwati (2023).

6. Conclusions

The research results show that budget planning does not significantly affect budget absorption, indicating that even with good planning, it does not directly lead to higher absorption. However, human resource competencies have a positive and significant effect on budget absorption. Competent personnel can perform tasks efficiently, speeding up the budget absorption process. The utilization of information technology also significantly improves budget absorption by enhancing efficiency, speed, and accuracy in budget management. Organizational commitment moderates the relationship between information technology use and budget absorption, but does not influence the effect of budget planning and HR competencies on budget absorption. This suggests that while organizational commitment strengthens the impact of technology, it does not affect the other variables.

The study emphasizes the importance of HR competencies and information technology in enhancing budget absorption. Investing in HR training and information technology is vital. While budget planning is not directly influential, it remains crucial as a foundation for management and must be followed by effective implementation. Leaders must foster high organizational commitment through communication, rewards, and a positive culture to enhance absorption.

As the study focused on the Religious Courts under the Surabaya Religious High Court, its findings may not apply universally to all sectors. Additionally, only three independent variables were tested, leaving room for further research to explore additional factors such as organizational culture or leadership. Future studies should also consider qualitative or mixed-method approaches for deeper insights and a broader scope across various organizations or sectors.

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