



The Effect Of Compliance On Budget Implementation Performance Indicators (Ikpa) On Budget Implementation Through The Effectiveness Of Activities Implementation At The Inspectorate General Of The Ministry Of Manpower Of The Republic Of Indonesia

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Abstract

This study aims to: 1) determine and analyze the effect of compliance on budget implementation performance indicators (IKPA) on the effectiveness of the implementation of activities, 2) determine and analyze the effect of compliance on budget implementation performance indicators (IKPA) on budget implementation, 3) identify and analyze the effect of the effectiveness of the implementation of activities on the implementation of the budget, 4) knowing and analyzing the effect of compliance on the performance indicators of the implementation of the budget (IKPA) on the implementation of the budget through the effectiveness of the implementation of activities. The research was conducted at the Office of the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia with a research sample of 130 respondents. The sampling technique used is simple random sampling technique. Methods of data analysis using descriptive analysis and Structural Equation Modeling.

The results showed that: 1) there was an effect of compliance with the budget implementation performance indicator (IKPA) on the effectiveness of the implementation of activities, 2) there was an influence of compliance with the budget implementation performance indicator (IKPA) on the implementation of the budget, 3) there was an effect of the effectiveness of the implementation of activities on the implementation budget, 4) there is an effect of compliance with the performance indicators of budget implementation (IKPA) on the implementation of the budget through the effectiveness of the implementation of activities. The variable of the effectiveness of the implementation of activities gives a role in compliance with the performance indicators of budget implementation (IKPA) and organizational culture towards improving budget implementation.

Keywords: compliance, effectiveness of the implementation of activities, budget implementation, budget execution performance

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I. INTRODUCTION

Government agencies, both central and regional institutions, are public sector institutions tasked with carrying out the people's mandate in the form of providing services to the community. In carrying out the main tasks and functions of these services, government agencies use APBN and APBD funds sourced from taxes, levies and other levies that have been paid by the community. The government as a provider of public goods needs to be aware of the social function (public service) it carries out in the context of meeting the needs and improving the welfare of the community. Public performance organized by the government is often regarded as a reflection of the quality of the administration of the bureaucracy in general. This performance measurement is then useful for assessing the success or failure of an organization, program and activity run by a government agency.

One of the measurements to determine the performance of the bureaucracy can use the performance measurement of the implementation of the budget. In assessing the performance of the government budget, especially in central government agencies, there is a scheme of measuring instruments that will be used to

evaluate the performance of the APBN which is managed by the work unit of the Ministry/Agency, namely the Budget Implementation Performance Indicator (IKPA). IKPA is stipulated through Minister of Finance Regulation number 195 of 2018 concerning Monitoring and Evaluation of the Implementation of State Ministries/Agency Budgets, focusing on Value For Money (VFM) principles, namely economy, efficiency and effectiveness as well as compliance with regulations stipulated in government budget management.

The performance appraisal of the bureaucratic budget is important, as a form of accountability for the performance of the bureaucracy in the implementation of the budget that has been planned. The first assessment is economization, namely conformity with the planning that has been determined, such as the suitability between the planned and realized budget so as to produce output and impact according to the plan.

The concrete form is to describe whether the performance is in accordance with the plan in accordance with what has been determined or there is a deviation. Then the second is Efficiency which is related to the implementation of the tasks and functions of the work unit in carrying out its daily operations. The third is the effectiveness related to the programs that have been planned to be achieved in accordance with the targets that have been set and on target. The last and no less important is compliance with regulations. Budget implementation will be more economical, effective and efficient if it complies with existing regulations, so that the outputs and impacts produced can be seen as real and beneficial to the community.

A common problem that often occurs in government spending on goods and services is the pattern of budget absorption which is often termed "slow back-loaded expenditure". This pattern is an absorption that has a low budget absorption pattern at the beginning of the year to the middle of the year and increases significantly at the end of the year. The pattern of low absorption at the beginning of the year tends to be a classic problem in the governance of government budget execution. Therefore, IKPA as one of the tools for controlling the implementation of the budget to accelerate the absorption of the budget so that the benefits of government spending will be more real and in the end it is hoped that it can encourage the rate of economic growth that can be felt by the community.

The Inspectorate General of the Ministry of Manpower (abbreviated as Itjen Kemnaker) is a supervisory element under and responsible to the Minister of Manpower. The Inspectorate General of the Ministry of Manpower is led by the Inspector General of the Ministry of Manpower. As a functional supervisory agency, the Inspectorate General of the Ministry of Manpower has a vision, namely "Supervision towards law-abiding and free of Corruption, Collusion and Nepotism (KKN) Ministry of Manpower officials" with duties and responsibilities to oversee the Ministry of Manpower to carry out development in the Manpower sector and have the task of supervising and minimizing acts of corruption within the Ministry of Manpower.

One of the policies of the Inspectorate General is the accuracy of planning and the level of achievement in accordance with the predetermined plans. However, implementation in the field and based on assignment experience, there are still several problems encountered in the implementation of the budgeting pattern, among others, the state budget management regulations have not been complied with, financial accountability relies on at the end of the fiscal year, there are still SPM returns, discrepancies between planning and budget execution. The above problems are caused by poor financial management, according to the opinion of the Education Administration Lecturer Team, Universitas Pendidikan Indonesia (2009) financial management includes planning, use, data recording, reporting, and accountability for the use of funds as planned, as for the objectives of financial management. is to realize orderly financial administration so that the use of finance can be accounted for in accordance with applicable regulations. Some of these problems have implications for the non-maximum value of the IKPA of the Inspectorate General of the Ministry of Manpower.

The results of monitoring and evaluation of the Inspectorate General of the Ministry of Manpower for the period December 2021 fiscal year, there are still several elements of IKPA whose value is below 100%, the data is as follows:

Table. 1. IKPA Monitoring



KEMENTERIAN KEUANGAN REPUBLIK INDONESIA
INSPEKTORAT JENDERAL KEMENTERIAN TENAGA KERJA DAN TRANSMIGRASI

INDIKATOR PELAKSANAAN ANGGARAN

Sampai Dengan : DESEMBER

No	Kode KPN	Kode Saktor	Unit/Sub Unit	Keterangan	Kesesuaian Perencanaan dengan Pelaksanaan					Kepatuhan Terhadap Regulasi					Efektivitas Pelaksanaan Kegiatan					Efisiensi Pelaksanaan Kegiatan			Nilai Akhir Nilai Total/Komersi Bobot	Nilai EKA (SMART)									
					Revisi SIPA	Deviasi Halaman II DPA	Paga Mula	Data Kontrak	Penghasilan UP dan TSP	LPI Bandlaha	Dispensasi SPM	Penyenggan Anggaran	Penyediaan Taghan	Capaian Output	Ratar SPD	Remas	Kesalahan SPM	Nilai Total	Komersi Bobot	Penyenggan Anggaran	Konsistensi	Capaian Kultura		Efisiensi	Nilai EKA								
1	152	259031	INSPEKTORAT JENDERAL	Nila	100,00	21,10	100,00	0,00	100,00	100,00	98,35	0,00	100,00	0,00	90,00	0,00	0,00	0,00	0,00	0,00	75%	93,08											
				Bobot	5	5	5	5	8	5	5	5	5	5	5	5	5	5	5	5	5	5	5										
				Nilai Akhir	0,00	1,06	5,00	0,00	8,00	0,00	5,00	14,75	0,00	17,00	0,00	4,50	0,00	4,00															
				Nilai Akapar	73,73				100,00			99,45		90,00																			

Sesuai PER-4/PB/2021, untuk periode Triwulan I TA 2021 tidak dilakukan perubahan KPA untuk Indikator Deviasi Halaman II DPA dan Capaian Output

IKPA at the Inspectorate General of the Ministry of Manpower from data management in the period December 2021 resulted in a weight of 75% and a final score (Total Value/Weight Conversion) of 93.08%. Based on the above, it can be concluded that there are still many financial managers within the scope of the Inspectorate General of the Ministry of Manpower who have not complied with the regulations, have failed to process the SPM or have not carried out their duties according to their functions, and have made inaccurate plans. This can be proven by the average IKPA value which is still below 100%.

Thus, the elements that affect the IKPA value will get a good score, and the absorption of the budget will be as expected. The benefits that will be obtained by opening OM SPAN every day Leaders will know the process of completing SPM and budget realization in their work units, including being able to monitor IKPA and if there are elements of low IKPA can communicate with the financial manager of the work unit. Another advantage that will be obtained by always opening OM SPAN errors will be quickly identified as early as possible, and a means for the leadership to control financial management in their Satker. Thus, it is hoped that for the next semester the IKPA level of the Inspectorate General of the Ministry of Manpower can be the best in the Ministry of Manpower.

II. LITERATURE REVIEW

1. Compliance Theory

Compliance theory has been studied in the social sciences, especially in the fields of psychology and sociology, which emphasizes the importance of the socialization process in influencing the obedience behavior of an individual. Compliance is a form of behavior. Human behavior comes from the impulse that exists in humans, while the drive is an attempt to meet the needs that exist in humans (Purwanto, 1999). Individuals tend to obey laws that they deem appropriate and consistent with their internal norms. Normative commitment through personal morality means obeying the law because the law is considered a necessity, while normative commitment through legitimacy means obeying the rules because the law-making authority has the right to dictate behavior. Based on the definition of experts, compliance is a person's behavior that comes from within himself to obey the rules and regulations that have been set on the basis of awareness from him and the influence of the surrounding environment.

Compliance theory is a theory that explains a condition in which a person obeys the orders or rules given. According to Tahar and Rachman (2014) compliance with reporting is a responsibility to God, for the government and the people as employees to fulfill all activities with the obligation to complete work and carry out work reporting rights.

Compliance with regulations has dimensions that refer to the dimensions of Blass compliance as quoted by Septi Kusumadewi explaining that a person can be said to be obedient to others if someone can be said to be obedient to others if the person has three dimensions of compliance related to attitudes and behavior. obey. The following are the dimensions of compliance:

1. Believe. Belief in the purpose of the relevant rules, regardless of their feelings or values towards the group or power holder or their supervision.
2. Accept norms or values. A person is said to be obedient if the person concerned accepts the presence of norms or from a regulation, both written and unwritten. Acceptance is the tendency of people to want to be influenced by persuasive communication from knowledgeable people or people they like, and is also an act that is done with pleasure because they believe in pressure or social norms in a group or society.
3. Do. Doing something on the orders or orders of others. It means the application of those norms or values in life. A person is said to be a path if the norms or values of a regulation are manifested in actions, if the norms or values are implemented it can be said that he is obedient. "Belief" and "accept" are dimensions of compliance related to attitude, and "act" is a dimension of compliance related to aspects of obedient behavior to someone.

The explanation above can be concluded that a person is said to be obedient when he believes, accepts, and does something ordered by others. IKPA is an indicator that is determined by the Ministry of Finance as BUN to measure the quality of performance in the implementation of the State Ministries/Agencies' budgets in terms of conformity to planning, effectiveness of budget implementation, efficiency of budget execution, and compliance with regulations.

IKPA is used as a monitoring and evaluation tool for budget implementation provided by the Directorate General of Treasury which is integrated into Online Monitoring (OM) SPAN which is used as a measure and reflects the performance of work units on the suitability of budget planning and implementation, compliance with regulations, effectiveness of activity implementation and efficiency of budget implementation.

According to the Director General of Treasury Regulation No. PER-4/PB/2021 concerning Technical Guidelines for Assessment of Performance Indicators for Budget Implementation, there is a reformulation of the Output Achievement indicator, namely a change in the nomenclature from Confirmation of Output Achievement to Output Achievement. Calculation of Achievement This output is calculated based on the ratio between the

RO achievement and the RO target. In addition, there are also weight adjustments for 13 (thirteen) IKPA indicators.

Implementation of periodic monitoring through the OMSPAN of each Satker on the Budget Implementation Monev menu, the IKPA value is released periodically every 15th of the following month, however, the Leader can monitor at any time the development of activities in the Satker.

2. Financial Management Theory

Discussing financial management, it is necessary to know the meaning of the word management. Management comes from the Latin manus which means hand and agere which means to do, these words are combined into the verb managere which means to handle. Managere is translated into English in the form of the verb to manage, with the noun management, and manager for people doing management. Management is translated into Indonesian into management or management (Husaini, 2008).

Financial management is a combination of science and art that discusses, examines and analyzes how a financial manager uses all company resources to seek funds, manage funds and distribute funds with the aim of providing profit or prosperity for shareholders and business sustainability. for the company (Fahmi, 2013). According to Horne and Wachowicz Jr., (2012) suggest that financial management is related to asset acquisition, funding, and asset management based on several general objectives.

From the theoretical explanation of financial management, it can be concluded that financial management as a job that regulates the use of finance as effectively, efficiently and productively as possible to generate profits and all forms of financial use must be accounted for in accordance with applicable regulations. According to Husnan (2012:3) there are 4 (four) main functions of Financial Management, namely:

1. Financial management involves planning, analyzing, and controlling financial activities. Thus, within the company, these activities are not limited to the "Finance Department".
2. Financial managers need to obtain funds from the financial market or financial market. The funds obtained are then invested in various company activities, to fund company activities. If the activity of obtaining funds means the company issues financial assets, then the activity of investing funds makes the company have real assets.
3. From the activity of investing funds (called investment), the company expects to get a greater return from its sacrifice. In other words, it is expected to obtain "profit". Profits earned need to be decided to be returned to the owner of the funds (financial market), or reinvested in the company.
4. Thus the "financial manager" needs to make decisions about the use of funds (referred to as investment decisions), obtaining funds (referred to as funding decisions), profit sharing (referred to as dividend policy).

3. Budget Theory

A budget is a written plan regarding the activities of an organization that is stated quantitatively for a certain period of time and is generally expressed in units of money (Nafarin, 2012). Meanwhile, Sasongko and Parulian (2015) argue that the budget is a plan of activities that will be carried out by management in a period that is stated quantitatively. Information that can be obtained from the budget includes the number of products and their selling prices for next year. From the definition presented by these experts, it can be concluded that the budget is a work plan that is systematically compiled which is expressed in units of money, goods or services for a future period in a particular institution or organization. Thus, the budget in general meets the nominal amount and also the essence of the future. Observing this, budgeting must be able to predict the level of activation and its needs in the future, so that the purpose of budgeting is to meet future needs.

Sasongko and Parulian (2015) state that the budget objectives include: a). Planning, budget provides direction for the preparation of company goals and policies. b). Coordination, the budget can facilitate coordination between parts within the company. c). Effectiveness, the budget allows management to set certain targets that must be achieved by the company. d). Control, the existence of a budget in the company allows management to carry out a control function over the activities carried out within the company.

There are several budget indicators according to Armaeni (2012) in Riandalas (2014), namely:

1. Budget as performance control. The budget that is made or has been previously determined is used as a controller or supervision of the performance of employees in an organization.
2. Budget as a benchmark for performance. Budget is used to assess whether or not the performance of employees.
3. The budget demands the achievement of targets. The budget is used to demand employees to achieve the budget targets that have been made previously.
4. Budgets improve performance. Budgets can be used to improve the work performance of employees.
5. There is a reward when the budget target is achieved. The budget can be used to assess the achievement of budget targets, so that rewards or prizes will be given for achieving these targets.

6. Compensation for success for achieving targets. The existence of compensation to the employee for his success in achieving the budget target that has been made.

4. Effectiveness Theory

Effectiveness is a relationship between output and goals, the greater the contribution (contribution) of the output to the achievement of goals, the more effective the organization, program or activity (Mahmudi, 2005). According to Abdurahmat (2003), effectiveness is defined as the utilization of a certain amount of resources, facilities and infrastructure that are consciously set beforehand to produce a number of jobs on time. Referring to this understanding, it can be concluded that effectiveness is oriented towards the results achieved.

An organization is judged to achieve high effectiveness when it is free from various characteristics of ineffectiveness. The advantage of this basic model is that it provides managers with practical guidelines for diagnostic and development activities. Ineffectiveness models are best suited when effectiveness criteria cannot be identified or cannot be mutually agreed upon and when there is a need to systematically develop organizational development strategies.

Regarding organizational effectiveness, it is based on systems theory and time dimension. Based on systems theory that organizational effectiveness must be able to describe the entire input cycle and process output cycle and must also be able to describe the harmonious reciprocal relationship between the organization and the wider environment. Meanwhile, based on the theory of the time dimension, the organization is defined as an element of a larger system (environment) by going through various times of taking resources, continuing to process them and finally becoming finished goods that will be returned to their environment.

Organizational effectiveness includes both individuals and groups. Individual effectiveness emphasizes the work of certain employees or members of the organization. The tasks to be performed are usually defined as part of the job or position in the organization. Work effectiveness is known through work performance. Group effectiveness is the sum of the contributions of all its members. In some cases the effectiveness of the group is greater than the sum of the contributions of each individual. Organizing effectiveness can be considered as a measure of the quality of an organization's relationship with its environment.

Measuring organizational effectiveness is not a very simple thing, because effectiveness can be studied from various perspectives and depends on who is assessing and interpreting it. When viewed from the point of view of productivity, a production manager provides an understanding that effectiveness means the quality and quantity (output) of goods and services. The level of effectiveness can also be measured by comparing the plans that have been determined with the actual results that have been realized.

The criteria or measures regarding the achievement of goals are effective or not, as stated by Duncan quoted by Steers (1995) in his book "Organizational Effectiveness" says about the effectiveness measure, as follows:

1. Achievement of Goals. Achievement is the overall effort to achieve goals must be viewed as a process. Therefore, so that the achievement of the final goal is more secure, phasing is needed, both in the sense of phasing in the achievement of its parts and phasing in the sense of its periodization. The achievement of goals consists of several factors, namely: Time period and targets which are concrete targets.
2. Integration. Integration is a measurement of the level of an organization's ability to conduct socialization, development of communication consensus with various other organizations. Integration concerns the socialization process.
3. Adaptation. Adaptation is the ability of an organization to adapt to its environment. For this reason, a benchmark for the procurement and filling process is used.

III. RESEARCH METHODS

Research Time and Location

This research was conducted from July 2021 to August 2021. This research was carried out in stages: observation or interviews, distributing questionnaires and analyzing research data. This research was conducted by the Office of the Ministry of Manpower of the Republic of Indonesia, Jl. Gatot Subroto No.51, RT.5/RW.4, Kuningan Tim., Setiabudi District, South Jakarta City, Jakarta Special Capital Region 12950.

Population and Sample

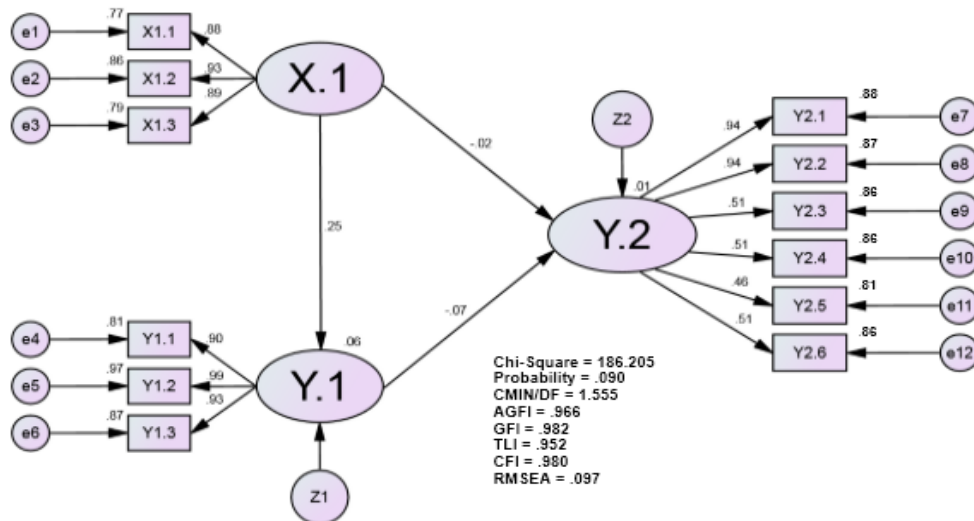
The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by the researcher to be studied and then draw conclusions (Wirawan, 2011). The population of this study were 130 employees of the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia. The sample of this research is all employees of the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia as many as 130 employees. The sampling technique used in the study was proportional random sampling.

Data Analysis Method

Ferdinand (2006; 289), descriptive analysis is used to provide an overview or empirical description of the data collected in the study. The data that has been collected is then edited, then coded, and tabulated to explain the characteristics of the variables studied in descriptive analysis in the form of a frequency table.

In this study, a model is used that explains the causal relationship between variables, including the existence of variables that have multiple roles. That is, in one case as an independent variable, but in another case as a dependent variable. The model that can explain the causal relationship like this is the Structural Equation Modeling (SEM).

IV. RESEARCH RESULTS AND DISCUSSION



Source: Processed primary data, 2022

Figure 1. Research Model Testing

The first stage in testing the research model is to analyze the feasibility of the research model. The results of the feasibility test on the research model developed in this study are presented in Table 2 below.

Table 3. Results of the Feasibility Test of the Research Model

Goodness of Fit Indeks	Cut off Value	Results	Model Evaluation
Chi-Square	< 202,423	186,205	Good
Probability	≥ 0,05	0,090	Good
CMIN/DF	≤ 2,00	1,555	Good
GFI	≥ 0,90	0,982	Good
AGFI	≥ 0,90	0,966	Good
TLI	≥ 0,95	0,952	Good
CFI	≥ 0,95	0,980	Good
RMSEA	≤ 0,08	0,097	Good

Source: Processed primary data, 2022

Based on the results of the feasibility test of the model presented in Table 6 above, it shows that overall the test criteria are in the good category or meet the required assessment criteria. In the Chi-Square test, a model will be considered good if the results show a calculated Chi-Square value that is smaller than the table Chi-Square value. The more Chi-Square count which is smaller than the Chi-Square table value indicates that the better the model means there is no difference between the estimated population and the sample being tested. This research model shows that the calculated Chi-Square value is 186.205, while the critical value/Chi-Square table is 202.423. Because the calculated Chi-Square value in this study is smaller than the critical value, it means that the research model is not different from the estimated population/model is considered good (accepted).

Hypothesis test

After assessing the assumptions in SEM, then hypothesis testing will be carried out as proposed in the previous chapter. The testing of the four hypotheses proposed in this study was conducted by analyzing the value of the Critical Ratio (CR) and the probability of a causal relationship.

Table 3. Hypothesis Testing

Variable			Estimate	S.E.	C.R.	P
Y.1	<---	X.1	0.324	0.103	3.161	***
Y.2	<---	X.1	0.018	0.095	3.187	***
Y.2	<---	Y.1	0.059	0.072	2.811	***

Source: Processed primary data, 2022

a. Hypothesis Testing 1

H1: compliance (X1) has a positive and significant effect on effectiveness (Y1).

The estimated parameter for testing the effect of compliance on effectiveness shows a CR value of 3.161 with a probability of 0.000. Because the probability value is <0.05, it can be concluded that the compliance variable has a significant positive effect on effectiveness. The results of the study prove that the theoretical and empirical studies state that there is a causal relationship between adherence to effectiveness, thus meaning that the first hypothesis is tested.

b. Hypothesis Testing 2

H2: compliance (X1) has a positive and significant effect on budget implementation (Y2).

The estimation parameter for testing the effect of compliance on budget execution shows a CR value of 3.187 with a probability of 0.000. Because the probability value <0.05, it can be concluded that the compliance variable has a significant positive effect on budget execution. The results of the study prove that theoretical and empirical studies state that there is a causal relationship between compliance with budget execution, thus meaning that the second hypothesis is tested.

c. Hypothesis Testing 3

H3: effectiveness (Y1) has a positive and significant effect on budget implementation (Y2).

The estimation parameter for testing the effect of effectiveness on budget execution shows a CR value of 2.811 with a probability of 0.000. Because the probability value is <0.05, it can be concluded that the effectiveness variable has a significant positive effect on budget execution. The results of the study prove that the theoretical and empirical studies state that there is a causal relationship between effectiveness and budget execution, thus meaning that the third hypothesis is tested.

d. Hypothesis Testing 4

H4: compliance (X1) has a positive and significant effect on budget implementation (Y2) through effectiveness (Y1).

The estimated parameter for testing the direct effect of compliance on effectiveness shows a CR value of 3.161 with a probability of 0.000. The estimation parameter for testing the effect of effectiveness on budget execution shows a CR value of 2.811 with a probability of 0.000. The indirect effect of compliance on budget implementation through the effectiveness of activities is $3.161 \times 2.811 = 8.885$. Based on the calculation shows that the direct effect is smaller than the indirect effect with a probability value of <0.05, it can be concluded that it is proven that the effectiveness variable mediates between the variables of compliance with budget execution.

Discussion

1. The Effect of Compliance on Work Effectiveness at the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia

Based on the description analysis, it is known that the employees of the Inspectorate General of the Ministry of Manpower tend to quite agree that compliance is formed by the indicators of trust, accept and do. The indicator of trust provides the greatest support in establishing compliance, this means that the employees of the Inspectorate General of the Ministry of Manpower comply with the applicable regulations in their work environment and obey their superiors. Based on the description analysis, it is known that effectiveness is formed by indicators of achievement of goals, integrity and adaptation. Indicators of achievement of objectives provide the greatest support in shaping effectiveness, meaning that the budget prepared is in accordance with the

objectives of the Inspectorate General of the Ministry of Manpower and the proposed budget is in accordance with the work plan of the Inspectorate General of the Ministry of Manpower.

Based on the results of SEM analysis on the compliance variable that the indicator of acceptance as a measure of the compliance variable gives the largest contribution and then followed by other indicators, namely doing and believing. This means that the indicator of acceptance dominates as a measure of the compliance variable compared to other indicators. The results showed that the indicator of acceptance was the best reflection of the compliance variable. The effectiveness variable shows that the integrity indicator as a measure of the effectiveness variable provides the largest contribution and then other indicators are followed, namely adaptation and goal achievement. It means that the integrity indicator dominates as a measure of the effectiveness variable compared to other indicators. The results showed that the integrity indicator is the best reflection of the effectiveness variable. The compliance variable was proven to have a significant positive effect on effectiveness. This research is in line with the research conducted by Lesmana Chandra Buana and Nanang Widiatmoko (2022), Sapto Dwi Nurdyanto (2022) and Rahmad Saleh and Nina Andriana (2021).

2. The Effect of Compliance on Budget Implementation at the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia.

Based on the description analysis, it is known that the employees of the Inspectorate General of the Ministry of Manpower tend to quite agree that compliance is formed by the indicators of trust, accept and do. The indicator of trust provides the greatest support in establishing compliance, this means that the employees of the Inspectorate General of the Ministry of Manpower comply with the applicable regulations in their work environment and obey their superiors. Based on the description analysis, it is known that the implementation of the budget is shaped by performance control, performance benchmarks, achievement of targets, improving performance, rewards when achieving budget targets and compensation for achieving targets. Compensation indicators for achieving targets that support provide the greatest support in shaping budget execution, meaning that employees of the Inspectorate General of the Ministry of Manpower receive compensation for their successful performance and employees of the Inspectorate General of the Ministry of Manpower receive compensation according to their competence.

Based on the results of SEM analysis on the compliance variable that the indicator of acceptance as a measure of the compliance variable gives the largest contribution and then followed by other indicators, namely doing and believing. This means that the indicator of acceptance dominates as a measure of the compliance variable compared to other indicators. The results showed that the indicator of acceptance was the best reflection of the compliance variable. The budget implementation variable shows that the supporting performance benchmark indicators as a measure of the budget implementation variable make the largest contribution, and then other indicators are followed, namely improving performance, achieving targets, compensating for achieving targets, controlling performance and rewards when achieving budget targets. This means that performance benchmark indicators dominate as a measure of budget execution compared to other indicators. The results of the study indicate that the supporting performance benchmark indicators are the best reflection of the budget implementation variable. The compliance variable is proven to have a significant positive effect on budget execution. This research is in line with the research conducted by Lesmana Chandra Buana and Nanang Widiatmoko (2022), Sapto Dwi Nurdyanto (2022) and Rahmad Saleh and Nina Andriana (2021).

3. Effect of Effectiveness on Budget Implementation at the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia.

Based on the description analysis, it is known that effectiveness is formed by indicators of achievement of goals, integrity and adaptation. Indicators of achievement of objectives provide the greatest support in shaping effectiveness, meaning that the budget prepared is in accordance with the objectives of the Inspectorate General of the Ministry of Manpower and the proposed budget is in accordance with the work plan of the Inspectorate General of the Ministry of Manpower. Based on the description analysis, it is known that the implementation of the budget is shaped by performance control, performance benchmarks, achievement of targets, improving performance, rewards when achieving budget targets and compensation for achieving targets. Compensation indicators for achieving targets that support provide the greatest support in shaping budget execution, meaning that employees of the Inspectorate General of the Ministry of Manpower receive compensation for their successful performance and employees of the Inspectorate General of the Ministry of Manpower receive compensation according to their competence.

Based on the results of the SEM analysis on the effectiveness variable, it shows that the integrity indicator as a measure of the effectiveness variable makes the largest contribution, followed by other indicators, namely adaptation and goal achievement. It means that the integrity indicator dominates as a measure of the effectiveness variable compared to other indicators. The results showed that the integrity indicator is the best reflection of the effectiveness variable. The budget implementation variable shows that the supporting

performance benchmark indicators as a measure of the budget implementation variable make the largest contribution, and then other indicators are followed, namely improving performance, achieving targets, compensating for achieving targets, controlling performance and rewards when achieving budget targets. This means that performance benchmark indicators dominate as a measure of budget execution compared to other indicators. The results of the study indicate that the supporting performance benchmark indicators are the best reflection of the budget implementation variable. The effectiveness variable is proven to have a significant positive effect on budget execution. This research is in line with the research conducted by Lesmana Chandra Buana and Nanang Widiatmoko (2022), Sapto Dwi Nurdyanto (2022) and Rahmad Saleh and Nina Andriana (2021).

4. Compliance with Budget Implementation through Effectiveness at the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia.

Based on the description analysis, it is known that the employees of the Inspectorate General of the Ministry of Manpower tend to quite agree that compliance is formed by the indicators of trust, accept and do. The indicator of trust provides the greatest support in establishing compliance, this means that the employees of the Inspectorate General of the Ministry of Manpower comply with the applicable regulations in their work environment and obey their superiors. Based on the description analysis, it is known that the implementation of the budget is shaped by performance control, performance benchmarks, achievement of targets, improving performance, rewards when achieving budget targets and compensation for achieving targets. Compensation indicators for achieving targets that support provide the greatest support in shaping budget execution, meaning that employees of the Inspectorate General of the Ministry of Manpower receive compensation for their successful performance and employees of the Inspectorate General of the Ministry of Manpower receive compensation according to their competence. Based on the description analysis, it is known that effectiveness is formed by indicators of achievement of goals, integrity and adaptation. Indicators of achievement of objectives provide the greatest support in shaping effectiveness, meaning that the budget prepared is in accordance with the objectives of the Inspectorate General of the Ministry of Manpower and the proposed budget is in accordance with the work plan of the Inspectorate General of the Ministry of Manpower.

Based on the results of SEM analysis on the compliance variable that the indicator of acceptance as a measure of the compliance variable gives the largest contribution and then followed by other indicators, namely doing and believing. This means that the indicator of acceptance dominates as a measure of the compliance variable compared to other indicators. The results showed that the indicator of acceptance was the best reflection of the compliance variable. The budget implementation variable shows that the supporting performance benchmark indicators as a measure of the budget implementation variable make the largest contribution, and then other indicators are followed, namely improving performance, achieving targets, compensating for achieving targets, controlling performance and rewards when achieving budget targets. This means that performance benchmark indicators dominate as a measure of budget execution compared to other indicators. The results of the study indicate that the supporting performance benchmark indicators are the best reflection of the budget implementation variable. The compliance variable is proven to have a significant positive effect on budget execution. Based on the results of the SEM analysis on the effectiveness variable, it shows that the integrity indicator as a measure of the effectiveness variable makes the largest contribution, followed by other indicators, namely adaptation and goal achievement. It means that the integrity indicator dominates as a measure of the effectiveness variable compared to other indicators. The results showed that the integrity indicator is the best reflection of the effectiveness variable. The compliance variable is proven to have a significant positive effect on budget implementation through effectiveness. This research is in line with the research conducted by Lesmana Chandra Buana and Nanang Widiatmoko (2022), Sapto Dwi Nurdyanto (2022) and Rahmad Saleh and Nina Andriana (2021).

V. CONCLUSIONS AND SUGGESTION

Conclusion

Based on the results of research on "The Effect of Compliance on Budget Implementation Performance Indicators (Ikpa) on Budget Implementation Through Effectiveness of Implementation of Activities at the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia" the following conclusions can be drawn:

1. Based on the results of the description analysis, it is obtained that:

Based on the description analysis, it is known that the employees of the Inspectorate General of the Ministry of Manpower tend to quite agree that compliance is formed by the indicators of trust, accept and do. The indicator of trust provides the greatest support in establishing compliance, this means that the employees of the Inspectorate General of the Ministry of Manpower comply with the applicable regulations in their work environment and obey their superiors.

Based on the description analysis, it is known that effectiveness is formed by indicators of achievement of goals, integrity and adaptation. Indicators of achievement of objectives provide the greatest support in shaping effectiveness, meaning that the budget prepared is in accordance with the objectives of the Inspectorate General of the Ministry of Manpower and the proposed budget is in accordance with the work plan of the Inspectorate General of the Ministry of Manpower.

Based on the description analysis, it is known that the implementation of the budget is shaped by performance control, performance benchmarks, achievement of targets, improving performance, rewards when achieving budget targets and compensation for achieving targets. Compensation indicators for achieving targets that support provide the greatest support in shaping budget execution, meaning that employees of the Inspectorate General of the Ministry of Manpower receive compensation for their successful performance and employees of the Inspectorate General of the Ministry of Manpower receive compensation according to their competence.

2. Based on the results of the SEM analysis obtained that:

Based on the results of SEM analysis on the compliance variable that the indicator of acceptance as a measure of the compliance variable gives the largest contribution and then followed by other indicators, namely doing and believing. This means that the indicator of acceptance dominates as a measure of the compliance variable compared to other indicators. The results showed that the indicator of acceptance was the best reflection of the compliance variable.

Based on the results of the SEM analysis on the effectiveness variable, it shows that the integrity indicator as a measure of the effectiveness variable makes the largest contribution, followed by other indicators, namely adaptation and goal achievement. It means that the integrity indicator dominates as a measure of the effectiveness variable compared to other indicators.

The budget implementation variable shows that the supporting performance benchmark indicators as a measure of the budget implementation variable make the largest contribution, and then other indicators are followed, namely improving performance, achieving targets, compensating for achieving targets, controlling performance and rewards when achieving budget targets. This means that performance benchmark indicators dominate as a measure of budget execution compared to other indicators. The results of the study indicate that the supporting performance benchmark indicators are the best reflection of the budget implementation variable. The compliance variable is proven to have a significant positive effect on budget execution. The results showed that the integrity indicator is the best reflection of the effectiveness variable. The compliance variable is proven to have a significant positive effect on budget implementation through effectiveness.

VI. Suggestion

Based on the results of research on "The Effect of Compliance on Budget Implementation Performance Indicators (Ikpa) on Budget Implementation Through Effectiveness of Implementation of Activities at the Inspectorate General of the Ministry of Manpower of the Republic of Indonesia" some suggestions can be submitted as follows:

This research is a valuable opportunity to apply various theories/concepts of Financial management that researchers have obtained in lectures into research in the field, especially in solving various problems for achieving optimal scores on Budget Execution Performance Indicators at the Inspectorate General of the Ministry of Manpower.

The results of this study are expected to be information and input for the Inspector General in formulating various policies in an effort to increase the value of the Budget Implementation Performance Indicator (IKPA) at the Inspectorate General and at the Ministry of Manpower in general. Through this research, it is hoped that it can be useful for other related parties, especially for the Inspectorate General and at the Ministry of Manpower, taking into account the following:

1. In the compliance variable, especially the acceptance indicator, which has the lowest value for the formation of the compliance variable, namely by means of the employees of the Inspectorate General of the Ministry of Manpower must accept the duties as their responsibilities and the employees of the Inspectorate General of the Ministry of Manpower must accept the duties as their obligations. The leadership provides rewards and punishments for employees of the Inspectorate General of the Ministry of Manpower.

2. On the effectiveness variable, especially the integrity indicator, which has the lowest value on the formation of effectiveness, by socializing to employees that the proposed budget is the work commitment of the employees of the Inspectorate General of the Ministry of Manpower and work activities carried out as the behavior of the employees of the Inspectorate General of the Ministry of Manpower in carrying out their duties.

3. On the budget implementation variable, especially the performance control indicator which has the lowest value on the formation of the budget implementation variable, in this case the Leader socializes to employees that the budget is a tool for controlling the performance of the employees of the Inspectorate General

of the Ministry of Manpower and the budget is used as a performance control for the employees of the Inspectorate General of the Ministry of Manpower.

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