

The Effect of Internal Control System, Clarity of Budget Objectives and Delegation of Authority on Managerial Performance

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Abstract

This study aims to determine and analyze the effect of the internal control system, budget target clarity and delegation of authority on government managerial performance. This study uses primary data obtained from distributing questionnaires. The respondents in this study were several staff and employees at the Governor's office of South Sulawesi Province. The number of samples in this study were 64 respondents. Analysis of research data using multiple linear regression. The results showed that: (1) The internal control system has a positive and insignificant effect on government managerial performance. (2) Budget target clarity has a positive and insignificant effect on government managerial performance. (3) Delegation of authority has a positive and insignificant effect on government managerial performance.

Keywords: Internal Control System, Budget Target Clarity, Delegation of Authority, Managerial Performance.

1. Introduction

Since the enactment of law Number 22 of 1999 concerning the implementation of regional autonomy in the context of organizing more efficient, effective, and responsible government affairs which has been amended by Law Number 32 of 2004 concerning Regional Government which gave birth to new nuances in Indonesian government, namely the shift of bureaucratic centralistic government authority to participatory decentralized government. This change has resulted in public demands for good governance. To realize good governance, one of the elements that must be fulfilled is the performance of all members in organizational units / institutions in realizing clean government, prioritizing and considering elements of effectiveness, efficiency and economy in providing excellent service to the public. The internal control system in the government is also very necessary in order to obtain good performance of government officials. In accordance with the mandate of government regulation No. 60 of 2008, this control system is known as the Government Internal Control System. The Internal Control System consists of policies and procedures designed to provide management with proper assurance that the government has achieved its goals and objectives. These policies and procedures are often called controls, and collectively form the internal control of the entity. Government Regulation No.60 of 2008 states that if the goals and objectives of the organization have been achieved, it will thus improve performance. Another determining factor for improving performance is the budget preparation process which is a role-setting process, where relevant parties are given a role to carry out activities to achieve the goals set in the budget. Regional budget management must also pay attention to the clarity of budget targets. In the context of local government, budget targets are covered in the Regional Medium-Term Development Plan (RPJMD) and the Regional Apparatus Work Plan (RKPD). Clarity of budget targets will make it easier for OPD to prepare activity plans with the goals to be achieved by local governments, so that the budget can be used as a benchmark for achieving performance, in other words, the quality of regional budgets can determine the quality of implementation of local government functions. Clear budget goals will further improve the achievement of performance in an organization (Nardisyah, 2011).

According to (Clapp et al., 2017), clarity of budget goals is the extent to which budget objectives are set clearly and specifically with the aim that the budget can be understood by the person responsible for achieving the budget target. This will encourage them to do their best for the achievement of their desired goals, which has implications for improving performance. (Zhang & Ma, 2022) found that managers reacted positively and relatively strongly to improve the clarity of budget objectives. Top-level management can improve job satisfaction, lower work tensions and improve

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the budget needed with the attitude, budget performance and cost efficiency of lower-level managers significantly improving the clarity and firmness of budget objectives. The clarity of budget goals indicates the breadth of budget objectives that are stated specifically and clearly and understandably by anyone responsible. The existence of clear budget goals makes it easier to account for the success or failure of the implementation of organizational tasks in order to achieve the goals and objectives that have been set before. Another thing that is no less important is the delegation of authority. Delegation of authority is the granting of authority by a higher manager to a lower manager to carry out a job with the authority explicitly of the authorizing manager at the time the authority is exercised (Mulyadi and Setyawan, 2000). Delegation of authority and decentralization is one of the foundations that must exist in the organization. Delegation of authority is an issue that managers must pay attention to when creating an organizational structure. Delegation of decentralized authority is necessary because in a decentralized structure managers/subordinates are given greater authority and responsibility in decision making. The success of a good government organization/agency has the objectives and policies of the agency set when the agency is established. To facilitate this achievement, an agency needs effective managerial performance. Performance is important to improve the work order of government because, performance is the level of implementation and planning of an activity or program to be able to help the government focus on the objectives of the mission and vision that is in the formulation of the strategic scheme of an organization. The managerial performance of a government agency is also carried out in allocating resources to a decision. The phenomenon that occurred about the performance of Makassar City government agencies in 2017 got the fact that the performance was considered not good. There are 26 OPDs who get a red report card, this is due to not being able to realize the planned program so that the budget is still precipitating in finance.

In 2018 there were 11 OPDs that still had physical and financial realizations below 50%. The main cause is rationalization on budget drafting. Budget rationalization is used to cover urgent activities. The existence of the above problems shows that the performance of the regional apparatus organization (OPD) of Makassar City is considered not carried out properly. This causes there to be a mapping of the factors that cause poor OPD performance. The author in this view that the internal control system, clarity of budget goals, and delegation are quite interesting things to examine regarding their relationship with government managerial performance. Based on the background that has been stated above, the formulation of the problem in this study is as follows: (1). Whether the internal control system affects managerial performance in the governor's office of Sul-Sel province; (2). Whether clarity of budget objectives affects managerial performance in the Sul-Sel provincial governor's office; (3). Whether the delegation of authority affects managerial performance in the governor's office of Sul-Sel province.

The local government budget contained in the APBD is a one-year local government annual financial work plan that is prepared clearly and specifically, and is a technical desai of implementing strategies to achieve regional goals. A good budget not only contains information about revenue, expenditure and financing but more than that the budget must provide information about the condition of local government performance to be achieved, so that the budget can be used as a benchmark for achievement or in other words the quality of the local government budget can determine the quality of implementation of local government functions. The success of government agencies in the implementation of government will be right on target if they can meet public needs, this will be carried out if through the process of preparing a budget that is adjusted to the needs of their subordinates so that the use of the budget becomes right on target, besides that the use of the budget must be oriented towards a budget based on performance or work performance. Mardiasmo (2005) explains that the budgeting stage becomes very important because an ineffective and non-performance-oriented budget will be able to thwart the planning that has been drawn up. The performance of government officials is judged by how members in the government sector strive to provide the best service by utilizing the resources in their organizations to provide satisfaction to the community as a party served. Performance measurement of government agencies is intended to improve accountability, transparency, organizational management and improvement of services to the community. The main purpose of measuring the performance of government agencies is to improve internal decision-making and resource allocation. The performance measurement system is not useful at all if the resulting performance information is not utilized in improving decision making.

Based on this information, both the central and local governments must be able to be the subject of providing information on financial activities and performance accurately, relevantly, timely, consistently and trustworthy. To assess the performance of regional apparatus operations (OPD), an analysis of the implementation of budget targets, internal control system, and delegation of authority over managerial performance are carried out in the form of a research framework as shown in Figure 1.

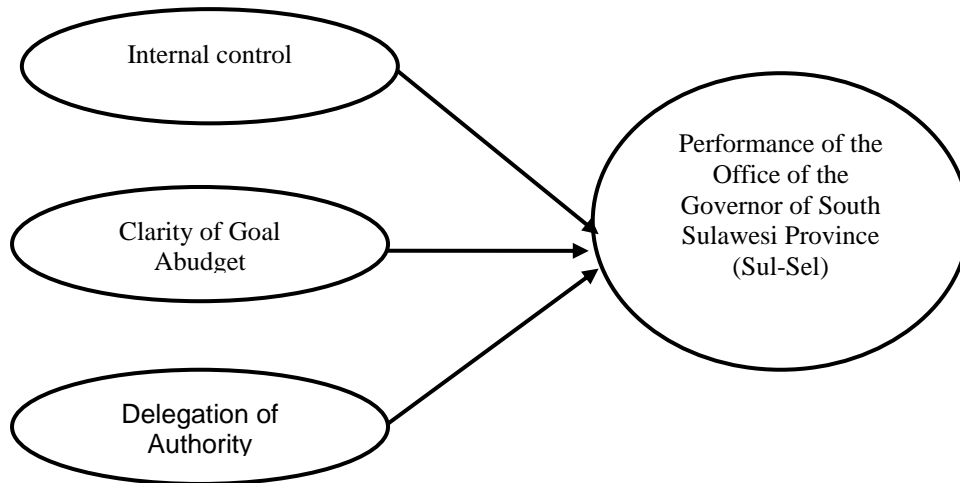


Figure 1. Conceptual Framework

1.1. The effect of internal control on managerial performance

The success of a control system is determined by how far it corresponds to the characteristics of the organization. The contingency approach shows that the control system will be more able to support the achievement of organizational goals if the design is in accordance with the conditions of the organizational environment. A good Internal Control System in an organization will be able to create a good overall process of activities as well, so that later it will provide confidence for the organization that the activities carried out have run in accordance with the established benchmarks effectively and efficiently, and this will have a positive impact on the performance of the organization. The government's internal control system is a control system that must be implemented within the Regional Apparatus Organization (OPD) in increasing transparency and accountability in the preparation of financial statements, as well as in improving the quality of financial statements. Therefore, it is hoped that an effective Internal Control System will affect OPD performance. Research on the influence of the government's internal control system was studied by (Choyke et al., 2022) which resulted in the government's internal control system affecting performance.

H1: The government's internal control system affects the performance of local governments.

1.2. Effect of clarity of budget goals on managerial performance

Clarity of budget goals is the extent to which budget objectives are clearly and specifically set with objectives so that the budget can be understood by the person responsible for achieving these goals (Kenis 1979). This will encourage budget implementers to do their best for the achievement of the desired goals so that they can have implications for improving managerial performance. According to (Zhang & Ma, 2022) the higher the clarity of budget goals, the higher the level of managerial performance. The formulation of the hypothesis between clarity of budget goals and managerial performance is as follows:

H2 : Clarity of budget targets affects the managerial performance of local governments.

1.3. The effect of delegation of authority on managerial performance

Delegation of authority is a gift that becomes the right to duty and responsibility to do something or command others to do something. (Shen & Lyu, 2019) argue that delegation of authority is the granting of authority by a higher manager to a lower manager to carry out a job with explicit authorization from the authorizing manager at the time the authority is exercised. Thus, subordinates or middle managers who are given the delegation of authority of superiors or leaders can help *top managers* in making decisions, tasks and responsibilities in the hope that organizational goals can be achieved. A manager who is granted delegation of authority will influence managerial performance, if *middle management* is given or not in the authority to prepare a budget. (Delbono & Lambertini, 2020) that the delegation of

authority had a positive effect on managerial performance. Likewise, Hoque's (2011) research states that an increase in the delegation of authority to a lower level will lead to high organizational performance. From the differences in the results of the study, re-research can be carried out with the following hypotheses:

H3 : Wewenag delegation affects the managerial performance of local governments.

2. Method

2.1. Population and Sample

The location that will be used as a research site is the governor's office of South Sulawesi Province, especially in the Regional Apparatus Organization (OPD). The research time was carried out for 2 (two) months, starting from February 2019 to March 2019. The type of data used in the study is Quantitative Data, namely data in the form of numbers obtained from secondary data sources, while the data used in this study is sourced from: Primary Data, namely data obtained by conducting direct observations (observations) or interviews with employees in all units of work equipment of the Makassar City government. The method used to collect data in this study is a questionnaire which is a number of written questions that are used to obtain information from repondents. The questionnaire in this study was distributed to respondents to collect data related to internal control variables, clarity of budget goals and delegation of managerial performance authority. The questionnaire used is a closed from questioner, which is a questionnaire that is compiled by providing a complete choice of answers, so that respondents only provide the answers that have been provided. The target population selected in this study was several staff and employees at the Makassar City government office consisting of 64 people from three bureaus, namely the Bureau of Economic Affairs, the Bureau of Management and Regional Assets and the Bureau of General Affairs and Equipment. The sampling technique used in this study is *a probability sampling* technique which includes *simple random sampling*.

2.2. Data Analysis Methods

The statistical method used to test the hypothesis is to use multiple regression with the help of SPSS for windows software, after all the data in this study is collected, then further data analysis is carried out consisting of: Descriptive Statistical Test by looking at the average value (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness (Ghozali, 2011). Data Quality Test, namely by conducting validity tests and reliability tests using Pearson Correlation > 0.60 . The Multicollinearity test with a VIF value criterion of less than 10 shows that correlations between independent variables can still be tolerated (Ghozali, 2011). Normality Test; The Hypothesis Test consisting of the Multiple Linear Regression Equation Test with its equation Model can be described as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Information:

Y= Managerial Performance of Government
 b1, b2, b3= Regression Coefficient
 x1= Internal Control
 x2= Clarity of Budget Goals
 x3= Delegation of Authority
 e= Error

The R2 (Coefficient of Determination) test with the criteria of R2 value has an interval between 0 and 1 ($0 \leq R_2 \leq 1$). Statistical Test t is by looking at the significance value of t. Each of the variables contained in the output of the regression results uses SPSS. If the probability value is less than 0.05 (for significance level = 5%), then independent variables individually affect the dependent variables. Meanwhile, if the probability value is greater than 0.05, then independent variables one by one have no effect on the dependent variable.

2.3. Operational Definition of Variables and Their Measurements

- 1) The internal control system is an organizational structure, methods and measures that are coordinated to maintain the wealth of the organization, check the accuracy and reliability of data, encourage efficiency, and encourage the observance of management policies.
- 2) Budget *goal clarity* describes the breadth of the budget that is clearly and specifically stated, and is understood by those responsible for its achievement (Kenis, 1979). From Locke's research (1968), it is stated that specific budgeting targets is more productive than if there is no target setting. This will encourage employees to be able to

do their best.

- 3) Delegation of authority is the granting of authority by a higher manager to a lower manager to carry out a job with the explicit authorization of the authorizing manager at the time the authority is exercised (Mulyadi and setyawan, 2000). Delegation of authority and decentralization is one of the foundations that must exist in the organization. Delegation of authority is an issue that managers must pay attention to when creating an organizational structure.
- 4) Managerial Performance is the output or result of the activities or programs of the government apparatus that will be or have been achieved in connection with the use of a budget of measurable quality and quantity.

3. Result and Discussion

3.1. Characteristics of Respondents

The characteristics of respondents in this study were 64 staff / employees of the Sul-Sel Governor's Office who were representative to be stated as the respondent's eligibility to provide information about the identity of respondents ranging from gender, age, final education, position and length of service as well as information on the statements submitted as substance to the questions asked. This will be described as follows:

1) Gender

Table 1. Number of Respondents By Gender

Gender	Number of Respondents	Percentage (%)
Man	35	54,68
Woman	29	45,31
Total	64	100

Based on table 1, it shows that the most number of respondents are male respondents, namely 35 people with a percentage of 54.68%, while female respondents are 29 people with a percentage of 45.31%.

2) Age

Table 2. Number of respondents by age

Age (Years)	Number (People)	Percentage (%)
< 30	10	15,62
31-40	18	28,13
41-50	27	42,18
>51	9	14,06
Total	64	100

Based on table 2, the respondents with the most age in the age group of 41-50 years were 27 people with a percentage of 42.18% then the least number of respondents with the age of > 51 years with a percentage of 14.06%.

3) Education Level

Table 3. Number of respondents by education level

Education Level	Number (People)	Percentage (%)
Diploma (D3)	5	7,81
S1	47	73,43
S2	12	18,75
Total	64	100

Based on the table 3, the respondents with the most education levels were those who had S1 diplomas as many as 47 people with a percentage of 73.43%. Meanwhile, the respondents with the lowest level of education were those with a D3 diploma of 7.81%.

4) Service Life

Based on table 4, the number of staff / employees with the most work experience, namely > 10 years, is 31 Orang with a percentage of 48.43%. While the least work experience is < 5 years with a percentage of 6.25%.

Table 4. Number of respondents by length of service

Period of Service (Years)	Number (People)	Percentage (%)
< 5	4	6,25
5 - 10	29	45,31
>10	31	48,43
Total	64	100

3.2. Data Quality Test Results

This section will outline the results of the instrument testing of each of the variables studied. Other atara as follows

3.2.1. Validity Test

a) Internal Control System (X1)

Table 5. Internal Control System Validity Test Results (X1)

Statement Items	r-count	R-critical	Status
1	0,542	0,3	Valid
2	0,675	0,3	Valid
3	0,612	0,3	Valid
4	0,668	0,3	Valid
5	0,742	0,3	Valid
6	0,638	0,3	Valid
7	0,570	0,3	Valid

Based on the results of the validity test that has been carried out, it can be stated that the seven instruments are worthy of inclusion in this study, because the correlation coefficient (r-count) of all the disclosure items obtained is more than 0.3 or greater than the r-critical value.

b) Clarity of Budget goals (X2)

Table 6. Budget Goal Clarity Validity Test Results (X2)

Statement Items	r-count	R-critical	Status
1	0,683	0,3	Valid
2	0,657	0,3	Valid
3	0,805	0,3	Valid
4	0,727	0,3	Valid
5	0,787	0,3	Valid

Based on the results of the validity test that has been carried out, it can be stated that the five instruments are worthy of inclusion in this study, because the correlation coefficient (r-count) of all disclosure items obtained is more than 0.3 or greater than the r-critical value.

c) Delegation of Authority (Y)

Table 7. Delegation Validity Test Results (X3)

Statement Items	r-count	R-critical	Status
1	0,604	0,3	Valid
2	0,748	0,3	Valid
3	0,642	0,3	Valid
4	0,331	0,3	Valid
5	0,613	0,3	Valid

Based on the results of the validity test that has been carried out, it can be stated that the five instruments are worthy of inclusion in this study, because the correlation coefficient (r-count) of all disclosure items obtained is more than 0.3 or greater than the r-critical value.

d) Managerial Performance (Y)

Table 8. Managerial Performance Validity Test Results (Y)

Statement Items	r-count	R-critical	Status
1	0,592	0,3	Valid
2	0,648	0,3	Valid
3	0,678	0,3	Valid
4	0,771	0,3	Valid
5	0,605	0,3	Valid

Based on the results of the validity test that has been carried out, it can be stated that the instrument is worthy of inclusion in this study, because the correlation coefficient (r-count) of all the disclosure items obtained is more than 0.3 or greater than the r-critical value.

3.2.2. Reliability Test

Table 9. Research Variable Reliability Test Results

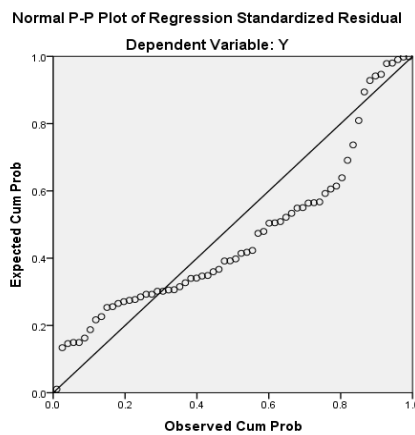
No	Variable	Number of Disclosure Items	Cronbach Alpha	Information
1	Internal Control System	7	0,748	Reliable
2	Clarity of Budget Objectives	5	0,780	Reliable
3	Delegation of Authority	5	0,609	Reliable
4	Managerial Performance	5	0,671	Reliable

Based on the table 9, it shows that all variables have a Cronbach Alpha value greater than 0.60. This shows that the question items in this study are reliable, so that each statement item used will be able to obtain consistent data and if a question is asked again, a relatively similar answer will be obtained.

3.3. Classical Assumption Test Results

The classical assumption test is used with the intention of evaluating the multiple regression model used so that it can produce an ideal value. The classical assumption test used in this study consists of Normality, Heteroscedasticity and Multicollinearity tests.

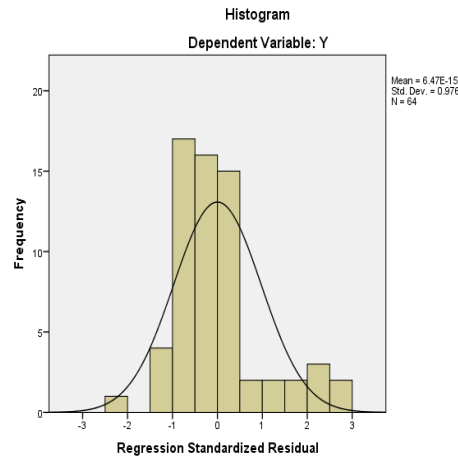
3.3.1. Normality Test



Source: Output SPSS 22.0 for windows (2019)

Figure 2. Classical Assumption Test Results

Based on the figure 2, it can be stated that the regression model has an assumption of normality.



Source: Output SPSS 22.0 for windows (2019)

Figure 3. Histogram Classical Assumption Test Results

Based on the figure 3, for the *histogram* graph, if the real data forms a curve line tends to be asymmetrical to the mean (U) then it can be said that the data is abnormally distributed. So based on the picture above, it can be said that the data is distributed normally.

3.3.2. Multicollinearity Test

Table 10. Multicollinearity Test Results

No.	Research Variables	Collinearity Statistics	
		Tolerance	BRIGHT
1	Internal Control System (X ₁)	0,745	1,341
2	Clarity of Budget Goals (X ₂)	0,796	1,257
3	Delegation of Authority (X ₃)	0,930	1,076

Based on table 10, it shows that the variables X1, X2, X3 have a tolerance value of > 0.10 and a VIF < of 10.00. This means that in the multiple liner regression equation model there are no symptoms of multicollinearity so the data can be used in this study.

3.4. Multiple Regression Analysis Results

Based on the output of the SPSS for windows version 22.0 program, the results of multiple regression can be seen in Table 11.

Table 11. Multiple Regression Calculation Results

No.	Independent Variables	Regression Coefficient	t-count	Itself.	r-partial
1.	X ₁	0,059	0,500	0,619	0,064
2.	X ₂	0,177	1,904	0,062	0,239
3.	X ₃	0,048	0,572	0,570	0,074
Constant = 3.030		Adjusted R Square = 0,100			
Multiple-R = 0,317		Sig. F = 0,094			
F _{count} = 2.227 α = 0.05					

The results of the multiple linear analysis in table 15 above obtained a multiple liner equation with the following formulation:

$$Y = 3.030 + 0.059X_1 + 0.177X_2 + 0.048X_3 + e$$

The linear regression equation above shows that the three independent variables namely the internal control system (X1), clarity of budget goals (X2) and delegation of authority (X3) have a direction of influence, positive on managerial performance (Y). The result of the equation above is explained as follows:

- 1) A constant value (a) of 3.030 indicates that if the free variables (X₁, X₂, and X₃) remain or do not change (value zero), then the resulting managerial performance is worth 3,030. The description is as follows:

$$\text{Managerial Performance} = 3.030 + 0.059(0) + 0.177(0) + 0.048(0) = 3.030$$
- 2) The regression coefficient of the internal control system (b₁) is 0.059 and is positively marked. This means that if there is an improvement in the internal control system, the managerial performance in the governor's office of Sul-Sel province will increase by 3,030.
- 3) The regression coefficient of clarity of the budget target (b₂) is 0.177 and is positively marked. This means that if there is an improvement in the clarity of budget goals, managerial performance in the governor's office of Sul-Sel province will increase by 0.177.
- 4) The regression coefficient of the authority impregnation system (b₃) is 0.048 and is positively marked. This means that if there is an increase in the delegation of authority then, the managerial performance in the governor's office of Sul-Sel province will increase by 3,048.

3.5. Hypothesis Testing Results

1. Correlation Test and Unison Influence (R). The magnitude of the influence of the independent variable as a whole is indicated by the adjusted value of R square which is 0.100. This means that the three independent variables have an influence of 10.0% on managerial performance while the remaining 90.0% (100%-10.0%) is influenced by other variables that are not included in this study.

2. Statistical Test t (Partial)

- Statistical Test t Internal Control System Variables (X₁). Based on table 11 for the internal control system variable (X₁) $t_{\text{calculated}} < t_{\text{table}}$ of 0.500 < 1.670 was obtained and the significance level was greater than the 5% confidence level of 0.169 > 0.05. So this value shows that partially the variables of the internal control system (X₁) have a positive and insignificant effect on managerial performance (Y).so that the first hypothesis in this study is rejected.
 - Statistical Test t Variable Clarity of Budget Goals. Based on table 11 for the budget target clarity variable (X₂) $t_{\text{calculated}} > t_{\text{table}}$ of 1.904 > 1.670 was obtained and the significance level was greater than the 5% confidence level of 0.062 > 0.05. So this value shows that partially the variable clarity of budget goals (X₂) has a positive and insignificant effect on managerial performance (Y).so the hypothesis in this study is rejected.
- 1) managerial (Y). So the second hypothesis in this study was rejected.
- Statistical Test t Delegation of Authority Variable (X₃). Based on table 11 for the delegate variable (X₃) $t_{\text{calculated}} < t_{\text{table}}$ of 0.572 < 1.670 was obtained. and the significance level is greater than the 5% confidence level of 0.579 > 0.05. So this value shows that partially the delegate variable (X₃) has a positive and insignificant effect on managerial performance (Y).so the third hypothesis in this study is rejected.

3. Test F (Simultaneous) Test F is used to test the simultaneous influence between all independent variables (X) and the dependent variable (Y) studied. Based on the results of the ANOVA (Analisis of Variance) test or F test, a calculated F value of 2.227 < F_{table} of 2.76 and a significance level greater than the level of distrust of 5% (0.094 > 0.05). These results mean that simultaneously (together) variable X (internal control system, clarity of budget goals, and delegation of authority) has a positive and insignificant effect on variable Y (Managerial performance).

3.6. Discussion

3.6.1. Effect of Internal Control System on Managerial Performance

To improve government performance, it is necessary to create an internal government control system so that government agencies can find out the public funds used by the central and local governments. With internal control, the entire process of auditing, reviewing, evaluating, monitoring, and other supervisory activities of the organization in order to provide adequate confidence that activities have been carried out in accordance with established benchmarks effectively and efficiently for the benefit of the leadership in realizing good governance. Therefore, it is hoped that an effective internal control system will affect the managerial performance of regional apparatus work units. The results

of this study show that the internal control system has a positive and insignificant effect on managerial performance in the governor's office of Sul-Sel Province. This shows that the implementation of the internal control system does not affect the performance of staff/employees. This is contrary to research conducted by Ita Friyanti (2016) which found that the government's internal control system has a positive and significant effect on the managerial performance of government officials.

3.6.2. The Effect of Budget Target Clarity on Managerial Performance

The results of this study prove that the clarity of budget targets has a positive and insignificant effect on managerial performance in the governor's office of Sul-Sel Province. This gives meaning if the clarity of budget goals is set vaguely and specifically and cannot be understood by the government apparatus responsible for the achievement of these budget goals. This is supported by the results of a descriptive analysis which shows that some respondents give doubtful or dissenting answers if the clarity of budget goals is measured using a clearly defined budget goal statement, the specification of the budget is understandable, the level of importance of the budget target, considering the periority scale and performance in preparing the budget can be measured. The results of this study do not support the findings of Kenis (1979) who stated that budget implementers gave a positive and relatively very strong reaction to improve the clarity of budget goals. The reactions are an increase in job satisfaction, a decrease in work tensions, an increase in the attitude of employees/staff to the budget, the performance of the budget on the implementer significantly if the budget goals are clearly stated. In other words, if the budget goals are clear, performance will improve. This research is not in line with the research conducted by Hevyana (2015) which states that the clarity of budget goals is significant with the managerial performance of government officials.

3.6.3. The Effect of Delegation of Authority on Managerial Performance

Delegation of authority can be interpreted as the partial handover of the authority of the superior official to the subordinate in assisting in carrying out the duties of the obligation to act alone. Delegation of authority is a gift that becomes the right and duty and responsibility to do something. This delegation of authority is intended to support the smooth running of duties and the order of responsible communication flow. Thus employees who have an effective and strong commitment will continue to work within the Karen organization they do want to do just that. The results of this study show that the delegation of authority has a positive and insignificant effect on the managerial performance of the government. In this case it is different from the hypothesis proposed in CHAPTER III that the 3rd hypothesis is rejected. This means that the delegation of authority over the assigned tasks does not improve the performance of government officials. This is in line with research conducted by Suwarno (2014) which states that the delegation of authority does not have a significant effect on managerial performance.

3.6.4. Effect of Internal Control System, Clarity of Budget Objectives and Delegation of Authority on Managerial Performance

The influence of the independent variable as a whole is indicated by the indigo R square which is 0.100. This means that the three independent variables (internal control system, clarity of budget goals and delegation of authority) have an influence of 10% of the dependent variables of managerial performance) while the remaining 90% are influenced by other variables that were not studied in this study. The results of the F test conducted showed that simultaneously (together) variable X (internal control system, clarity of budget goals, and delegation of authority) had a positive and insignificant effect on variable Y (Managerial performance).

4. Conclusion

Based on the results of the analysis and discussion of the influence of the internal control system, clarity of budget goals and delegation of authority on government managerial performance, the conclusions of this study are as follows: (1). The internal control system has a positive and insignificant effect on the managerial performance of the Makassar City government; (2). Clarity of budget targets has a positive and insignificant effect on the managerial performance of the Makassar City government; (3). The delegation of authority has a positive and insignificant effect on the managerial performance of the Makassar City government. Based on the conclusions of the research that has been previously described, the researcher's suggestions are as follows: (1). Providing opportunities for state civil servants both at the managerial level and lower ranks to attend education and training related to planning, budgeting and training related to internal control systems in order to improve the quality of human resources, so it is hoped that better knowledge will improve government managerial performance. (2). Placing competent apparatus according to their educational

background and expertise, as well as providing opportunities for authority according to their duties and responsibilities through delegation as the task of the leader in decision-making considerations.

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