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SELF-EFFICACY AND WORK MOTIVATION IN MEDIATING THE EFFECT OF BUDGET PARTICIPATION ON THE PERFORMANCE

EFIKASI DIRI DAN MOTIVASI KERJA DALAM MEMEDIASI PENGARUH PARTISIPASI ANGGARAN TERHADAP KINERJA

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Abstract

This study aims to analyze the role of self-efficacy and work motivation in mediating the effect of budget participation on the performance of Civil Servants (ASN) at the Gorontalo Provincial Government. The phenomenon of budget realization piling up at the end of the period and the orientation toward the formality of absorption indicates that budget participation has not yet effectively driven performance. Using a quantitative survey approach, data were collected from ASN involved in budget preparation through the purposive sampling technique. Data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) using WarpPLS 7.0. The results prove that budget participation has a positive and significant effect on ASN performance. The mediation test shows that self-efficacy is proven to fully mediate (full mediation) the effect of budget participation on performance. In contrast, work motivation is not proven to act as a mediating variable. These findings confirm that ASN involvement in budget preparation will only have a real impact on performance if it succeeds in building employees' belief in their technical and psychological capacity (self-efficacy).

Keywords : Budget Participation, Self-Efficacy, Work Motivation, Performance, WarpPLS.

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Abstrak

Penelitian ini bertujuan untuk menganalisis peran efikasi diri dan motivasi kerja dalam memediasi pengaruh partisipasi anggaran terhadap kinerja Pemerintah Provinsi Gorontalo. Fenomena penumpukan realisasi anggaran di akhir periode dan orientasi pada formalitas penyerapan anggaran mengindikasikan bahwa partisipasi anggaran belum secara efektif mendorong kinerja. Dengan menggunakan pendekatan survei kuantitatif, data dikumpulkan dari ASN yang terlibat dalam penyusunan anggaran melalui teknik *purposive sampling*. Data dianalisis menggunakan Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS) dengan perangkat lunak WarpPLS 7.0. Hasil penelitian membuktikan bahwa partisipasi anggaran berpengaruh positif dan signifikan terhadap kinerja ASN. Uji mediasi menunjukkan bahwa efikasi diri terbukti memediasi secara penuh pengaruh partisipasi anggaran terhadap kinerja. Sebaliknya, motivasi kerja tidak terbukti berperan sebagai variabel mediasi. Temuan ini menegaskan bahwa keterlibatan ASN dalam penyusunan anggaran hanya akan memberikan dampak nyata terhadap kinerja jika hal tersebut berhasil membangun keyakinan pegawai mengenai kapasitas teknis dan psikologis mereka (efikasi diri).

Kata Kunci : Partisipasi Anggaran, Efikasi Diri, Motivasi Kerja, Kinerja, WarpPLS.

1. INTRODUCTION

Improving the performance of Civil Servants (ASN) is an important aspect of realizing effective, efficient, accountable, and result-oriented governance. ASN performance not only reflects the ability to complete administrative tasks, but also the government's ability to optimize resources to produce programs that benefit the community. In the context of regional financial management, the budget is an important instrument for translating development goals and priorities into measurable work programs.

One mechanism that can support improved performance is budget participation. Budget participation gives officials the opportunity to convey information, provide input, and be involved in setting targets and allocating budgets in accordance with working conditions. In public sector management control, budget participation plays a role in aligning organizational goals with the behavior of officials (Khaq et al., 2025; Irfan, 2025). This involvement also enables the availability of job-relevant information that helps officials understand the targets, priorities, and resources needed (Aqmal & Soewarno, 2018). However, budget participation does not always automatically improve performance because its effectiveness can be influenced by individuals' psychological conditions.

The phenomenon at the Gorontalo Provincial Government shows challenges in linking the budgeting process with performance achievement. The accumulation of budget absorption at the end of the quarter or fiscal year, along with a tendency toward the formality of "fund disbursement" rather than achieving quality output indicates that budget participation has not fully produced optimal performance. In addition, previous research on the relationship between budget participation and performance has shown inconsistent results. A number of studies found a positive and significant effect (Oktaviani et al., 2025; Safruddin et al., 2024), while other studies showed an insignificant effect or one that varies according to organizational context (Zhang et al., 2025; Soujaa et al., 2025). These differences indicate a research gap that needs to be examined further.

Based on contingency theory and the behavioral accounting perspective (behavioral accounting), the relationship between management control mechanisms and performance can be influenced by individual conditions as well as the organizational environment. Therefore, self-efficacy (self-efficacy) and work motivation are considered relevant as psychological factors that can explain this relationship (Asif & Rathore, 2021; Jatmiko et al., 2024). Self-efficacy reflects an individual's belief in their ability to complete tasks and face job demands (Maulida et al., 2021). Meanwhile, work

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motivation is the drive that directs individuals to carry out work and achieve organizational goals (Fuadah et al., 2020).

Self-efficacy and work motivation have the potential to become mechanisms that bridge budget participation with performance. Officials with high self-efficacy tend to be more confident in understanding budget information, expressing opinions, dealing with problems, and achieving set targets. Likewise, involvement in budget preparation can increase motivation when officials feel that their contribution is valued and has an influence on organizational decisions. Thus, budget participation carried out meaningfully can strengthen belief in one's own capability and work drive, which in turn encourages improved performance.

Although the relationship between budget participation, self-efficacy, work motivation, and performance has been widely studied, research that examines self-efficacy and work motivation simultaneously as mediating variables within the local government bureaucratic environment remains relatively limited. This condition is important because the management of local government budgets is not only oriented toward budget absorption, but also toward achieving accountable development output and outcome. Therefore, this study aims to examine the direct effect of budget participation on the performance of ASN at the Gorontalo Provincial Government, as well as to analyze the role of self-efficacy and work motivation as mediating variables. The results of this study are expected to provide theoretical contributions and become practical input for improving the effectiveness of budgeting and the performance of result-oriented officials.

2. RESEARCH METHOD

Research Design

Research design refers to the systematic framework used to answer research questions and test hypotheses. According to Creswell and Creswell (2023), research design includes decisions regarding the research approach, data collection methods, and data analysis techniques. This study uses a quantitative approach with a causal-associative design to analyze the effect of budget participation (X) on the performance (Y), with self-efficacy (Z_1) and work motivation (Z_2) as mediating variables. This study uses a survey method by distributing questionnaires to ASN within the Gorontalo Provincial Government who are directly involved in budget preparation. The research instrument uses a five-point Likert scale to measure respondents' perceptions of each variable. Data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with WarpPLS 7.0 software to test both the direct effects and the mediating relationships between variables.

Population and Sample

According to Sugiyono (2022), a population is a generalization area consisting of objects or subjects with certain quantities and characteristics determined by the researcher to be studied and from which conclusions are then drawn. The population in this study is all Civil Servants (ASN) within the Gorontalo Provincial Government who are actively involved in the budget preparation process. The sampling technique used is purposive sampling, which is a sample determination technique based on certain considerations or criteria (Sugiyono, 2022). The sample criteria in this study include: (1) ASN who are directly involved in the budget preparation team, (2) have a minimum tenure of 1 year, and (3) understand the budgeting process in their respective work units. The number of samples obtained was 106, which meets the minimum requirements for testing the SEM-PLS model (Hair et al., 2019; Sholihin & Ratmono, 2013).

Type and Source of Data

This study uses quantitative data obtained from respondents' answers to the questionnaire. According to Creswell and Creswell (2023), quantitative data is data in the form of numbers used to test theory through measurement and statistical analysis. The variables measured include budget participation (X), self-efficacy (Z_1), work motivation (Z_2), and performance (Y) using a five-point Likert scale. This study utilizes primary data. Primary data were obtained directly from questionnaire responses distributed to ASN of the Gorontalo Provincial Government via Google Form.

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Data Analysis Technique

Data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of WarpPLS 7.0 software. According to Sholihin and Ratmono (2013) and Ghozali and Latan (2014), SEM-PLS is well suited for both confirmatory and predictive research involving complex latent constructs and mediating relationships. This method was used to test the effect of budget participation on ASN performance as well as to test the mediating role of self-efficacy and work motivation.

Descriptive Statistical Analysis

Descriptive analysis was carried out to provide an overview of respondent characteristics and the distribution of the research data. According to Hair et al. (2019), descriptive statistics provide an initial understanding of respondents' profile characteristics (such as length of tenure, education level, and years of service).

Measurement Model Evaluation (Outer Model)

Evaluation of the outer model was carried out to assess the validity and reliability of the research constructs. Convergent validity was evaluated through the outer loading ($\geq 0{,}70$) and Average Variance Extracted (AVE $\geq 0{,}50$). Indicators with a loading value below 0.70 were eliminated from the model. Discriminant validity was tested by comparing the loading value of an indicator on its own construct against the cross-loading value on other constructs. Construct reliability was evaluated through the value of Cronbach's Alpha and Composite Reliability, where a value of $\geq 0{,}70$ indicates that the instrument has good reliability.

Structural Model Evaluation (Inner Model) and Model Fit

The structural model was evaluated to see the model's predictive ability and the appropriateness of the relationships between variables. The Model Fit evaluation was carried out by examining the values of the Average Path Coefficient (APC), Average R-Squared (ARS), and Average Adjusted R-Squared (AARS) with the criterion $p < 0{,}05$, as well as the Average Block VIF (AVIF) $< 3{,}3$ to confirm the absence of multicollinearity. Predictive ability was assessed through the coefficient of determination (R^2) and Stone-Geisser (Q^2). A value of $Q^2 > 0$ indicates that the model has good predictive relevance.

Hypothesis Testing

Hypothesis testing was carried out by examining the beta coefficient (β) values and p-value. Mediation testing was carried out in two stages, namely: (1) testing the direct effect of the independent variable on the dependent variable (direct effect); and (2) testing the effect of the independent variable on the mediating variable as well as the effect of the mediating variable on the dependent variable (indirect effect).

The mediation effect is declared fulfilled if the effect of the independent variable on the dependent variable, the independent variable on the mediating variable, and the mediating variable on the dependent variable all show significant results.

The type of mediation is determined based on the change in the beta coefficient, namely:

1. No mediation occurs if the direct effect remains significant and does not change.
2. Partial mediation (partial mediation), if the direct effect decreases but remains significant.
3. Full mediation (full mediation), if the direct effect decreases and becomes insignificant.

3. RESULT AND DISCCUSSION

Respondent Profile and Descriptive Statistics

The respondent profile and descriptive statistics are presented to provide a general overview of the characteristics of the respondents involved in this study. These characteristics include length of tenure, latest education, and years of service. Based on the characteristics of the 106 respondents, the majority had held their position for more than 5 years, namely 39 people (36.8%), followed by a tenure of 4–5 years for 27 people (25.5%). In terms of education, the majority of respondents held a master's degree (S2), namely 44 people (41.5%), while 35 people (33.0%) held a bachelor's degree (S1). Based

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on years of service, most respondents had 5–14 years of service, namely 43 people (40.6%), followed by 15–25 years of service for 31 people (29.2%). Overall, these characteristics indicate that the majority of respondents have an adequate level of education and work experience to provide information in accordance with the needs of this study.

Measurement Model Evaluation (Outer Model)

Evaluation of the measurement model was carried out to test the validity and reliability of the indicators in representing the research constructs. Convergent validity at the construct level can be evaluated through the average variance extracted (AVE) value, while the internal consistency of the instrument can be assessed using the Cronbach's alpha coefficient. Convergent validity testing aims to ensure that the indicators used are able to accurately measure the same construct. Convergent validity assessment was carried out by examining the outer loading value of each indicator. An indicator is considered to meet the validity criteria if it has a loading value > 0.70 and a p-value < 0.05. Indicators with a loading value < 0.70 may be considered for elimination from the model. In addition, construct reliability was also assessed based on the composite reliability value, with a criterion value > 0.70 (Sholihin & Ratmono, 2013).

The results of the convergent validity test show that of all the indicators tested, two indicators on the work motivation variable (M26 and M28) were eliminated because they had an outer loading value below 0.70. After elimination, all remaining indicators had an outer loading > 0.70 with $p <$ 0,001. The Average Variance Extracted (AVE) value for all variables was above 0.50, and the Composite Reliability and Cronbach's Alpha values exceeded 0.70. This discriminant validity test confirms that all indicators are correctly grouped within their respective constructs.

The reliability test results show that all Cronbach's alpha values are above 0.70, indicating that all research variables are reliable. Thus, the research data can be used to test the research hypotheses because it has been shown to be valid and reliable. The discriminant validity test is used to determine the correlation between indicators and all existing latent variables. Discriminant validity is assessed from the cross loading of the measurement with its construct. It is declared valid if an indicator has the highest loading factor on its intended construct compared to the loading factor on other constructs. In this study, the latent variable indicators have met the discriminant validity criteria. The loading factor of each indicator on a construct is greater than the cross-loading value of that indicator on other constructs.

Structural Model Evaluation (Inner Model)

Structural Model Evaluation

The structural model was evaluated by examining the magnitude of R^2, which reflects the percentage of variance in a latent variable explained by the latent variable presumed to influence it. The structural model was further evaluated by examining Q^2, which indicates the level of predictive relevance of the research model. A Q2>0 value indicates that the model has predictive relevance, while a Q2<0 value indicates that the model lacks predictive relevance Ghozali and Latan (2014). The evaluation of the structural model is presented below.

Table 1. Structural Model Evaluation

Description	Endogenous Variable		
	ED	MK	K
R-square coefficients	0.031	0.022	0.506
Q-squared coefficients	0.042	0.030	0.549

Based on the table above, the Self-Efficacy (ED) variable has an R^2 value of 0.031. This indicates that Budget Participation is able to explain 3.1% of the variation in Self-Efficacy, while 96.9% is explained by other factors outside the research model. The Work Motivation (MK) variable has an R^2 value of 0.022, which means that Budget Participation is able to explain 2.2% of the variation in Work Motivation, while 97.8% is explained by other factors outside the model.

Furthermore, the Performance (K) variable has an R^2 value of 0.506. This indicates that Budget Participation, Self-Efficacy, and Work Motivation together are able to explain 50.6% of the variation

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in Performance, while 49.4% is explained by other factors not included in the research model. Based on the R^2 criteria, this value indicates that the model's ability to explain Performance falls into the moderate category.

Meanwhile, the Q-square value for Self-Efficacy is 0.042, for Work Motivation is 0.030, and for Performance is 0.549. All Q^2 values are greater than zero, indicating that the research model has predictive relevance. The largest Q^2 value is found in the Performance variable, at 0.549, indicating that the model has relatively good predictive ability for Performance. It can therefore be concluded that the structural model in this study has predictive relevance and a moderate explanatory ability for Performance.

Model fit evaluation (Model Fit)

The next test is the model fit test. This study uses four model fit criteria, namely Average Path Coefficient (APC), Average R-Square (ARS), Average Adjusted R-Squared (AARS), and Average Block Variance Inflation Factor (AVIF). The AVIF model criterion is used to test collinearity issues in the PLS model, where the recommended value is ≤ 3.3. The other three model fit criteria are measured based on a p-value that must be ≤ 0.05. The model fit evaluation (Model Fit) produced an Average Path Coefficient (APC) value = 0.245 ($p < 0,05$), an Average R-Squared (ARS) = 0.187 ($p < 0,05$), an Average Adjusted R-Squared (AARS) = 0.176 ($p < 0,05$), and an Average Block VIF (AVIF) = 1.061. The fit model results prove that the model is fit. ARS, AARS, and APC each have a significance value of $p \leq 0.05$. The AVIF value is below the ideal threshold of 3.3, indicating that the model is free from multicollinearity issues.

Hypothesis and Mediation Testing

Testing of the proposed hypotheses can be seen from the estimation results of the coefficient of determination (R^2) along with the beta coefficient (β) and p-value. The β value corresponds to the direction of the hypothesized relationship, and the p-value is <5%. These estimation results can be seen in the following figure:

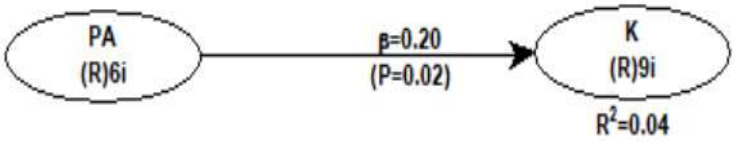


Figure 1. Direct Effect of Budget Participation (PA) on Performance (K)

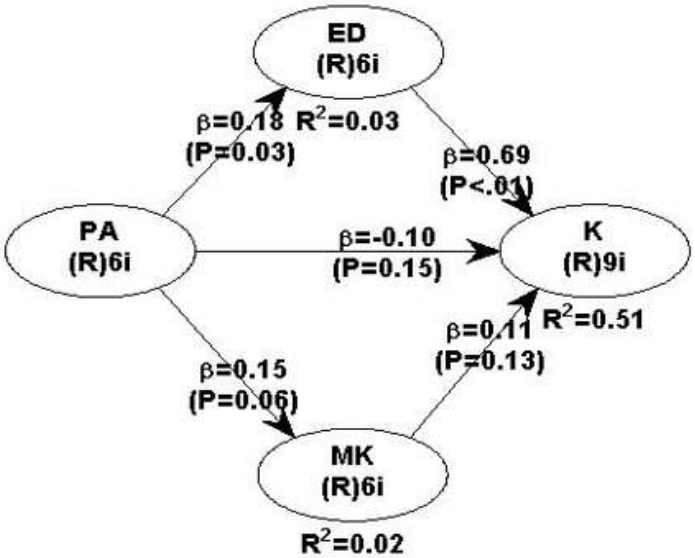


Figure 2. Mediation by ED and MK on the Effect of PA on K

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Direct Effect of Budget Participation on Performance

The estimation results in the first stage show that Budget Participation has a positive and significant effect on Performance, with a beta coefficient value of 0.20 and a significance value of p = 0.02. This indicates that the higher the level of employee participation in the budgeting process, the higher the resulting performance. An R^2 value of 0.04 indicates that Budget Participation is able to explain 4% of the variation in Performance, while the remaining 96% is explained by other factors outside the research model. Thus, in the first stage it can be concluded that Budget Participation has a significant effect on Performance.

Self-Efficacy as a Mediating Variable

The results of the mediation model test show that Budget Participation has a positive and significant effect on Self-Efficacy, with a beta value of 0.18 and p = 0.03. These results indicate that the greater the employees' involvement in the budgeting process, the higher their belief in their own ability to carry out their tasks. Furthermore, Self-Efficacy has a positive and significant effect on Performance, with a beta value of 0.69 and $p < 0.01$. This means that employees with higher confidence in their own abilities tend to show better performance. When Self-Efficacy was included in the model, the direct effect of Budget Participation on Performance changed from $\beta = 0.20$ (p = 0.02) to $\beta = -0.10$ (p = 0.15). Thus, the direct effect coefficient decreased and became insignificant.

Based on the mediation criteria used in this study, this condition indicates that Self-Efficacy fully mediates (full mediation) the effect of Budget Participation on Performance. In other words, the effect of Budget Participation on Performance occurs through an increase in employees' Self-Efficacy.

Work Motivation as a Mediating Variable

The next test results show that Budget Participation has a positive effect on Work Motivation, with a beta value of 0.15 and p = 0.06. However, at the 5% significance level, this effect is not significant. Furthermore, Work Motivation has a positive effect on Performance, with a beta value of 0.11 and p = 0.13. These results show that the effect of Work Motivation on Performance is also not significant at the 5% level. After Work Motivation was included in the model, the direct effect of Budget Participation on Performance changed from $\beta = 0.20$ (p = 0.02) to $\beta = -0.10$ (p = 0.15). Thus, based on the coefficient-change criteria used, the direct effect of Budget Participation on Performance decreased and became insignificant. However, it should be noted that neither the path from Budget Participation → Work Motivation nor from Work Motivation → Performance was significant at the 5% level. Therefore, statistically, Work Motivation cannot yet be stated as a significant mediator in the relationship between Budget Participation and Performance.

Thus, Self-Efficacy is proven to act as a full mediator in the effect of Budget Participation on Performance. Higher Budget Participation increases Self-Efficacy, and increased Self-Efficacy in turn improves Performance. Meanwhile, Work Motivation is not proven to mediate the effect of Budget Participation on Performance, because the path from Budget Participation to Work Motivation and the path from Work Motivation to Performance do not show a significant effect.

Table 2. Results of Hypothesis Testing for Direct and Indirect Effects

Hypothesis / Relationship Path	Path Coefficient (β)	p-value	Statistical Decision
Direct Effect Test (Without Mediation):			
Budget Participation → Performance	0,20	0,02	Significant (p ≤ 0,05)
Structural Effect Test (With Mediation):			
Budget Participation → Performance	-0,10	0,15	Not Significant

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Budget Participation → Self-Efficacy	0,18	0,03	Significant ($p \leq 0,05$)
Self-Efficacy → Performance	0,69	< 0,01	Highly Significant
Budget Participation → Work Motivation	0,15	0,06	Not Significant
Work Motivation → Performance	0,11	0,13	Not Significant

Based on this table, hypothesis testing produced the following findings:

1. Budget Participation on Performance: The direct test shows that budget participation has a positive and significant effect on ASN performance ($\beta = 0,20; p = 0,02$).
2. Mediating Role of Self-Efficacy: Budget participation has a significant effect on self-efficacy ($\beta = 0,18; p = 0,03$), and self-efficacy has a significant effect on performance ($\beta = 0,69; p < 0,01$). When self-efficacy was included in the model, the direct effect of budget participation on performance decreased in coefficient and became insignificant ($\beta = -0,10; p = 0,15$). This proves that self-efficacy acts as a full mediator.
3. Mediating Role of Work Motivation: The path from budget participation to work motivation ($\beta = 0,15; p = 0,06$) as well as work motivation to performance ($\beta = 0,11; p = 0,13$) were statistically insignificant at the 5% level. Thus, work motivation is not proven to act as a mediating variable.

DISCUSSION

Effect of Budget Participation on Performance

The results of the direct effect test show that budget participation has a positive and significant effect on ASN performance ($\beta = 0,20; p = 0,02$). These findings confirm that active ASN involvement in budget preparation is a crucial instrument for improving the effectiveness of work program implementation in the public sector. These findings support the premise of Contingency Theory, which states that the effectiveness of a management control system such as budget participation depends heavily on the extent to which the system facilitates the exchange of technical information to reduce task uncertainty (Irfan, 2025; Safruddin et al., 2024).

With ASN being involved in formulating targets and budget allocations, an accumulation of job-relevant information occurs, allowing them to have clearer, more measurable, and more realistic operational references (Aqmal & Soewarno, 2018). This involvement also fosters a high-budget goal commitment, so that ASN feel a moral responsibility (sense of ownership) to achieve the mutually agreed performance targets of the agency (Silva et al., 2022).

The results of this study reinforce the findings of Khaq et al. (2025) and Alhasnawi et al. (2024), which found that budget participation directly improves managerial performance achievement in government and public institutions. Conversely, if the budgeting process is carried out top-down without involving frontline officials, budget targets tend to become disconnected from operational reality, which can ultimately trigger (role ambiguity) and reduce the overall performance of public organizations (Asif & Rathore, 2021; Soujaa et al., 2025).

Effect of Budget Participation on Performance through Self-Efficacy

The most fundamental theoretical finding of this study is the proven role of self-efficacy as a full mediator in the relationship between budget participation and ASN performance. When self-efficacy was included in the model, the direct effect of budget participation on performance decreased significantly and became statistically insignificant ($\beta = -0,10; p = 0,15$). This indicates that budget participation does not automatically or directly impact ASN's final performance in the field. Involvement in the budgeting process only has a real impact on improved performance when the process succeeds in building employees' confidence, reliability, and sense of capability (self-efficacy) in managing and realizing budget targets.

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Theoretically, this finding aligns with Bandura's Social Cognitive Theory, which emphasizes the importance of self-efficacy as a cognitive mechanism determining individual behavior and achievement. The budget participation process functions as a channel for enactive mastery and verbal persuasion, where ASN involvement in discussing, expressing ideas, and preparing cost estimates provides recognition of their professional capacity (Yuliansyah, 2017). Recognition and freedom of expression in formulating the budget create a space for empowerment that validates employees' competence.

The self-belief formed (self-efficacy) subsequently drives ASN to be more persistent, responsive, and diligent in overcoming operational constraints, budget allocation limitations, and regulatory dynamics within the bureaucratic environment (Aqmal et al., 2025; Maulida et al., 2021). Employees with high self-efficacy are able to convert participative input into optimal task performance because they are confident that the budgeting strategies and steps they design can be executed effectively (Yuliansyah et al., 2019).

These results are consistent with recent empirical research by Oktaviani et al. (2025) and Zhang et al. (2025), which confirms that in modern public organizational environments, budget participation works by first strengthening employees' cognitive-psychological aspects. Without the formation of self-efficacy, budget participation will only remain at the level of discussion formality without producing the increase in individual capacity needed to execute work programs.

Effect of Budget Participation on Performance through Work Motivation

Unlike self-efficacy, work motivation is not proven to mediate the effect of budget participation on ASN performance. This is shown by the insignificance of the path from budget participation to work motivation ($\beta = 0{,}15; p = 0{,}06$) as well as the path from work motivation to performance ($\beta = 0{,}11; p = 0{,}13$) at the 5% significance level.

This finding can be explained through the specific characteristics of local government bureaucracy in Indonesia. As stated by Usman et al. (2024) and Jatmiko et al. (2022), the budget participation process in the public sector is often still bound by routine and administrative formality (pro-forma participation). When employee involvement in budget preparation is limited to fulfilling standard operating procedure obligations or statutory regulations, that participation is not strong enough to trigger employees' intrinsic motivational drive.

Furthermore, in the context of public budget execution, which is closely bound by strict legal regulations, procurement rules, and accountability oversight from auditing bodies (such as the BPK and the Inspectorate), ASN need clarity in technical guidance and confidence in their conceptual/operational capacity (self-efficacy) to avoid administrative errors or legal implications, more than they need mere motivational encouragement. Without adequate support from self-efficacy, high work motivation does not necessarily drive optimal budget performance achievement (Fuadah et al., 2020; Jatmiko et al., 2024).

Empirically, this finding is consistent with the research of Jatmiko et al. (2024), which found that work motivation does not always function as an effective intervening variable in budget participation models within government bureaucracy, especially when the work environment has a high level of formalization. Therefore, this study confirms that to improve the performance of public bureaucracy in budget management, strengthening self-belief and technical certainty (self-efficacy) is far more crucial than merely providing general motivational encouragement.

4. CONCLUSION

Based on the results of the data analysis and discussion, the following conclusions can be drawn:

1. Budget participation has a direct positive and significant effect on the performance of the Gorontalo Provincial Government. This indicates that the higher the level of budget participation in the budgeting process, the higher the resulting performance.
2. Self-efficacy is able to fully mediate the effect of budget participation on the performance of the Gorontalo Provincial Government. This full mediation shows that a higher level of budget

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participation will increase the level of self-efficacy. This positive psychological behavior will ultimately improve performance.

3. Work motivation is not able to mediate the effect of budget participation on the performance of the Gorontalo Provincial Government. This indicates that increased budget participation is not yet strong enough to trigger work motivation, so work motivation cannot yet be used as a mediating variable in improving performance.

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