

The Influence of Budget Planning and Human Resource Competence on Budget Absorption: Evidence from the Public Works and Spatial Planning Office (PUPR) of Dompu Regency

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ABSTRACT

Budget absorption is an important indicator of the effectiveness of local government financial management, particularly in organizations responsible for infrastructure development. This study aims to analyze the influence of budget planning and human resource competence on budget absorption at the Public Works and Spatial Planning Office (PUPR) of Dompu Regency, both partially and simultaneously. A quantitative approach with an explanatory research design was employed. Data were collected through questionnaires using a five-point Likert scale from 166 respondents selected through purposive sampling from a population of 291 employees involved in budget management. Data were analyzed using multiple linear regression with IBM SPSS. The results showed that budget planning had a positive and significant effect on budget absorption, with a t-value of 6.191 and a significance level of 0.000. Human resource competence also had a positive and significant effect, with a t-value of 6.078 and a significance level of 0.000. Simultaneously, budget planning and human resource competence significantly affected budget absorption, as indicated by an F-value of 94.070 and a significance level of 0.000. The Adjusted R² value of 0.525 indicates that both variables explained 52.5% of the variation in budget absorption. These findings highlight the importance of improving planning quality, technical document readiness, coordination, and human resource competence to support effective and timely budget realization.

Keywords: Budget Planning; Human Resource Competence; Budget Absorption; Public Financial Management; Local Government



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INTRODUCTION

Infrastructure is an important part of the government's development agenda because its existence supports economic activities, inter-regional connectivity, and the quality of public services. However, the success of development is not solely determined by the amount of funds available. The government's ability to formulate plans, set priorities, and realize the budget appropriately is

also an important part of successful public financial management. Budgets serve as the basis for resource allocation to achieve development goals, while budget absorption describes the extent to which these allocations are actually realized through programs and activities. On that basis, the absorption rate can be used as one of the indicators to assess the effectiveness of program implementation and government financial management. The problem of budget absorption persists in regional financial management practice. One of the patterns that is often of concern is the low realization at the beginning of the budget period, which then increases towards the end of the year. This pattern shows a discrepancy between the planned schedule and the implementation of spending in the field. If left unchecked, the buildup of jobs and payments at the end of the year can reduce the effectiveness of public funds. In practice, absorption barriers are not only related to funds, but also concern the readiness of activities, procurement, administrative completeness, coordination, and the ability of employees who handle the budget. This problem has become increasingly complex at the Public Works and Spatial Planning Office (PUPR) of Dompu Regency because infrastructure development activities involve interrelated stages, ranging from technical planning and cost and document preparation to the procurement of goods and services, construction, supervision, and financial accountability. This condition makes the quality of preparation before the activity starts very decisive. Inaccurate planning can lead to changes in activities, budget revisions, procurement delays, and delayed realization (Flyvbjerg, 2014). Budget planning is the basis for organizations to determine how to allocate resources to achieve predetermined goals.

The quality of planning is reflected, among other things, in the clarity of objectives, the fairness of cost estimates, the readiness of technical documents, and the alignment between activity needs and the funds provided. In local government, weaknesses in the early stages can have consequences at the implementation stage, as activities that have not been properly prepared are more susceptible to changes and delays. Empirical evidence from Wandari et al. (2021) shows that budget planning has a positive and significant influence on the rate of budget absorption in SKPD in the Cimahi City Government area. The results are in line with those reported by Sartika and Roza (2024) in Aceh Jaya Regency. However, this relationship was not always found in other studies. Handayani, Sinarwati, and Rahmawati (2022) reported that budget planning did not have a significant effect on budget absorption at Ganesha Education University, while human resource competence actually showed a significant influence. These findings indicate that a good plan does not necessarily lead to high realization if other problems arise during implementation, such as policy changes, budget revisions, financial system constraints, or delays in completing work.

Variations in research results are also seen in the relationship between human resource competence and budget absorption. Budget management requires officials who understand the duties, possess relevant skills and experience, and can carry out administrative and financial procedures. Rahmawati et al. (2021) found that budget planning and human resource competence affect budget absorption. Fitriasuri and Yuliani (2022) and Wandari et al. (2021) also show a positive and significant influence of human resource competence. On the other hand, Sartika and Roza (2024) found that human resource competence does not have a significant effect on budget absorption, even though budget planning does. Febiola, Periansya, and Fithri (2025) found a similar pattern in the Palembang City government: budget planning has a positive and significant effect, whereas human resource competence does not have a partial effect. Amelia and Sunarto (2026) even show that budget planning and human resource competence do not have a significant effect on optimizing budget absorption at the Central Java Provincial Social Service, while budget implementation has a positive and significant effect. On the contrary, Suardani et al. (2024) found that budget planning and human resources have both positive and significant influences.

The differences in results show that the relationship among budget planning, human resource competence, and budget absorption remains contextual. Differences in organizational characteristics, types of work, budget implementation mechanisms, and the institutional environment can cause research results to vary. Therefore, the influence of these two variables cannot be immediately considered to apply uniformly to all government organizations. This situation

creates space to re-examine this relationship in organizations with different activity characteristics and budget management complexities. The research gap in this study is not only related to the location of the research, but also to the lack of uniform empirical evidence and the limited research that tests budget planning and human resource competence simultaneously in government organizations oriented towards infrastructure development. Previous research has been conducted on SKPD in general, universities, certain agencies, and local governments at large. PUPR has a distinct character because the realization of its budget is closely tied to technical readiness, field conditions, procurement, work contracts, and coordination among units.

This characteristic is evident in the activities of the Dompu Regency PUPR Office. Before the budget is finalized, organizations need to ensure that work requirements, cost estimates, technical documents, and activity schedules are adequately prepared. At the same time, employees who handle the budget must be able to perform administrative, procurement, supervisory, reporting, and control activities. Shortcomings in any of these aspects can pose obstacles during implementation and subsequently affect budget absorption. Belisca et al. (2024) show that budget absorption in regional apparatus organizations is related to budget planning, human resource competence, and procurement of goods and services. Thus, budget absorption can be understood as the result of a series of interconnected processes, rather than as the output of a single factor. Departing from the research gap, this research contributes to the simultaneous testing of budget planning and human resource competence on budget absorption in government organizations that handle infrastructure development, namely the Dompu Regency PUPR Office. The novelty of the research lies not only in its location but also in its focus on organizations with complex budget management processes, including technical readiness, procurement, implementation of work, and coordination between units. This research is expected to provide empirical evidence regarding the role of planning quality and apparatus capacity in supporting budget realization. In particular, the study aims to examine the influence of budget planning on budget absorption, test the influence of human resource competence on budget absorption, and test the joint influence of the two. The results are expected to expand the discussion on public financial management and provide practical input for improving the quality of planning and the capacity of the apparatus.

THEORETICAL FRAMEWORK AND HYPOTHESES

Budget Planning and Budget Absorption

Budget planning is the starting point for allocating public resources to support organizational and development goals (Mardiasmo, 2018). In the performance-based budgeting approach, the allocation of funds needs to be linked to the outputs and results to be achieved. Therefore, the quality of planning is evident not only in the preparation of budget figures but also in the clarity of activity targets, the realism of cost estimates, the readiness of supporting documents, and the alignment between the activity plan and the allocation of funds. Kuntadi and Puspasari (2023) explained that the accuracy of budget planning, together with human resource capabilities, is a factor related to the effectiveness of budget absorption. Planning can affect absorption through the level of readiness of activities before entering the implementation stage. When a plan is carefully drafted, organizations have a greater opportunity to identify needs, set costs, complete technical documents, set schedules, and establish coordination from the start. Such preparations can reduce the possibility of budget revisions, changes in activities, procurement delays, and administrative constraints. On the other hand, activities that are not ready at the beginning of the fiscal year may be delayed, thereby delaying the realization of expenditure. Thus, the quality of planning is expected to improve the organization's ability to adhere to the budget within the time and goals set.

This relationship holds special significance for the Dompu Regency PUPR Office because infrastructure activities require integration of technical design and budgeting. Technical documents, cost calculations, suitability of field needs, and coordination between units need to be ensured before the activity is carried out. Weaknesses at this stage can carry over into the procurement process and

field work, ultimately hindering realization. The character of infrastructure projects, with successive technical and administrative stages, reinforces the importance of quality planning (Flyvbjerg, 2014). Wandari et al. (2021) found a positive and significant influence of budget planning on the rate of budget absorption in SKPD in the Cimahi City Government area. Febiola et al. (2025) also showed that the quality of planning positively affects absorption, particularly through the readiness of technical documents, the accuracy of cost estimates, and the alignment of development priorities with budget allocations. However, the empirical findings are not entirely consistent. Handayani et al. (2022) found that budget planning does not significantly affect budget realization, whereas human resource competence has a significant influence. This shows that good planning does not automatically lead to high absorption if the implementation process still encounters obstacles. This condition is relevant to test in PUPR, which involves a relatively complex series of technical and administrative activities. In PUPR Dompu Regency, the readiness of activities before the current fiscal year is estimated to be one of the bases for the smooth implementation and realization of expenditure. Thus, this study identifies the quality of planning as an initial mechanism for reducing implementation constraints and increasing the likelihood of achieving absorption targets.

H1: Budget planning has a positive and significant effect on budget absorption.

Human Resource Competence and Budget Absorption

Human resource competence refers to employees' capacity to perform work using knowledge, skills, experience, and abilities aligned with their duties. Human Capital Theory views knowledge and skills as a form of capital that can support organizational productivity and performance. In government organizations, the competence of the apparatus is essential because program implementation and budget management require an understanding of procedures, administrative capabilities, financial information management, coordination, and the ability to solve problems that arise during activities. The relationship between competence and budget absorption can be explained through implementation capacity. The planned budget will not be realized if the apparatus cannot translate it into operational activities. An understanding of rules and procedures helps employees run the administration effectively, while skills and experience support job completion. Training can also strengthen employees' readiness to face changes in procedures and job demands.

The need for these competencies is increasingly clear at the Dompu Regency PUPR Office. The management of infrastructure activities requires not only administrative skills, but also an understanding of the character of technical work. Apparatus must be able to align technical needs with the budget, follow implementation stages, coordinate with related units, and address problems during the project. In such conditions, human resource competence can be seen as an organizational capacity that helps transform the budget plan into activities that are actually implemented. Rahmawati et al. (2021) found that budget planning and human resource competence affect budget absorption. Wandari et al. (2021) also found a positive and significant influence of human resource competence.

On the other hand, Sartika and Roza (2024) and Febiola et al. (2025) did not find a partial influence of human resource competence on budget absorption. Amelia and Sunarto (2026) also reported that human resource competence does not significantly affect budget absorption. These differences show that the impact of competence can depend on the organization's characteristics and the stage of budget implementation. The disparity in research findings warrants a re-examination of the role of human resource competencies across organizations with different characteristics. In PUPR Dompu Regency, infrastructure work requires both technical and administrative skills. Therefore, employees with greater competence are estimated to be better able to carry out procedures, complete administrative work, coordinate, and implement budget plans in real activities. The better the capacity of employees involved in budget management, the greater the organization's ability to support budget realization as planned.

H2: Human resource competence has a positive and significant effect on budget absorption.

Budget Planning, Human Resource Competence, and Budget Absorption

Budget absorption is the output of a process that begins with planning and continues to the implementation of activities. Because the process consists of several stages, the level of realization cannot be explained by a single factor. Planning determines the direction, needs, and readiness of activities, while HR competencies determine the organization's ability to execute the plan. Conceptually, planning can be seen as a capacity that includes setting goals, identifying needs, estimating costs, preparing documents, and preparing schedules. Human resource competence is part of implementation capacity because it relates to the apparatus's ability to translate plans into activities, manage administration, solve problems, coordinate, and ensure budget accountability. Weakness in any of these capacities can hinder the absorption process.

The relationship between these two capacities is very important to the Dompu Regency PUPR Office because infrastructure development occurs in successive stages, ranging from technical planning and budgeting to procurement, construction, and supervision. Careful planning makes activities better prepared, but this readiness must be supported by employees who can carry out procedures and control work. On the other hand, competent apparatus cannot function optimally if the activities for which they are responsible have not been properly planned. Wandari et al. (2021) show that budget planning and human resource competence simultaneously affect the rate of budget absorption. The findings provide a basis for viewing budget realization as a combination of planning readiness and the organization's ability to implement the budget. Thus, increasing budget absorption is expected to require a balance between the quality of preparation and the ability to implement. Careful planning provides direction and readiness for activities, while competent human resources enable the plan to be executed effectively. The synergy between these two aspects is expected to reduce implementation barriers, improve implementation timeliness, and support the achievement of infrastructure development outputs.

H3: Budget planning and human resource competence simultaneously have a positive and significant effect on budget absorption.

Conceptual Framework

Based on the theoretical foundation and findings of previous research, the research model identifies Budget Planning (X1) and Human Resource Competency (X2) as independent variables expected to affect Budget Absorption (Y). The direction of the relationship between these variables forms the basis for preparing the research conceptual framework.

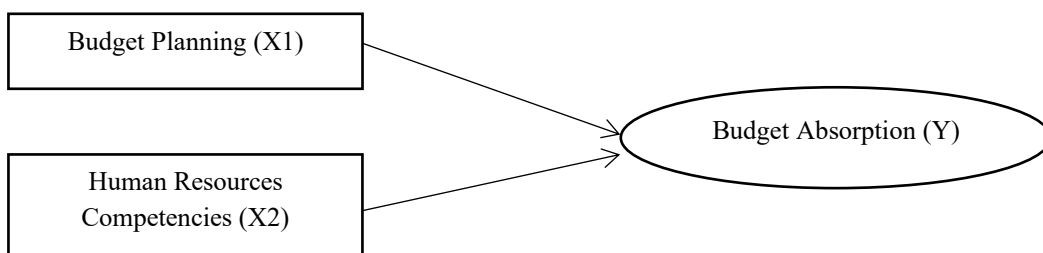


Figure 1. Conceptual Framework

METHODS

This study uses a quantitative, explanatory design to test the relationship between budget planning and human resource competence and budget absorption. The design was chosen because the study intends to test the relationship between variables through a statistically analyzed hypothesis. The research is located at the Public Works and Spatial Planning Office (PUPR) of Dompu Regency, Indonesia. The analysis unit comprises employees who are directly involved in budget management. The selection of employees as the analysis unit is based on the apparatus's involvement in planning, implementing activities, and managing finances. Thus, respondents are expected to have sufficient

experience to assess budget planning, human resource competence, and budget absorption. The research population consisted of 291 employees of the Dompu Regency PUPR Office involved in planning, implementing activities, or financial management. Because the research requires information from employees who understand the budget process, not all members of the population were sampled. The selection of respondents was carried out through purposive sampling based on the following criteria: working at the Dompu Regency PUPR Office; involved in budget planning, activity implementation, or financial management; and having direct involvement in budget management. These criteria are used to maintain the relevance of the information obtained. Based on calculations with a 95% confidence level and a 5% margin of error, a sample of 166 respondents was obtained. The questionnaire was then given to employees who met these criteria.

Data collection was carried out using a structured questionnaire. The instrument was administered to 166 respondents who met the sampling criteria to obtain data on perceptions of budget planning, human resource competence, and budget absorption. Each statement is rated on a five-level Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The use of this scale allows respondents' answers to be converted into quantitative data, which is then analyzed using statistical techniques. The research model consists of two independent variables and one dependent variable. Budget Planning (X1) is measured through the clarity of budget objectives, the accuracy of cost estimates, the readiness of technical planning documents, the alignment of technical planning with financial aspects, and coordination between units. Human Resources Competency (X2) is represented by knowledge, skills, work experience, participation in training, and commitment to budget management responsibilities. Budget absorption (Y) is measured by budget realization, implementation timeliness, the distribution of realizations throughout the fiscal year, administrative effectiveness, and the achievement of infrastructure project outputs. Questionnaire data is processed with IBM SPSS. The initial stage of analysis uses descriptive statistics to characterize the data and the tendencies of the responses to each variable. After that, the instrument is assessed for validity and reliability to ensure that each construct can be measured precisely and consistently.

The feasibility of the model was further examined through classical assumption tests, including tests for normality, multicollinearity, and heteroscedasticity. Hypothesis testing was carried out using multiple linear regression because the research model has two independent variables and one dependent variable. The analysis procedure refers to Hair et al. (2019). The t-test is used to determine the influence of each independent variable, while the F-test is used to test the influence of the two variables together. The Adjusted R² value indicates the model's ability to explain variation in budget absorption.

The regression model used in this study can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

Y	= Budget Absorption
α	= Constant
β_1	= Budget Planning regression coefficient
β_2	= Human Resource Competency regression coefficient
X ₁	= Budget Planning
X ₂	= Human Resource Competency
e	= Error

RESULTS AND DISCUSSION

Validity Test

The validity test assesses whether each statement on the instrument represents the variable being measured. Testing was conducted on 166 respondents using Pearson correlation. An item is

considered to meet the validity criteria if it has a positive correlation and a significance value of less than 0.05.

Table 1. Instrument Validity Test Results

Variabel	Number of Items	Rentang Corrected Item-Total Correlation	Rentang Cronbach's Alpha if Item Deleted	Remarks
Budget Planning (X1)	7	0,537–0,688	0,839–0,860	Reliabel
Human Resources Competencies (X2)	7	0,552–0,702	0,841–0,858	Reliabel
Budget Absorption (Y)	6	0,850–0,922	0,957–0,963	Reliabel

The test results showed that all items in Budget Planning (X1), Human Resource Competency (X2), and Budget Absorption (Y) had a Corrected Item-Total Correlation above 0.30. The values of X1 are in the range of 0.537–0.688, X2 at 0.552–0.702, and Y at 0.850–0.922. Meanwhile, Cronbach's Alpha if Item Deleted is in the range of 0.839–0.860, 0.841–0.858, and 0.957–0.963, respectively. These results show that the instrument items have adequate internal consistency and can be used in subsequent analysis.

Reliability Test

The reliability of the instrument was tested to determine the internal consistency of the items in measuring the research construct. The test used Cronbach's Alpha on 20 statements, comprising 7 items for Budget Planning (X1), 7 for Human Resources Competency (X2), and 6 for Budget Absorption (Y).

Table 2. Instrument Reliability Test Results

Variabel	Number of Items	Cronbach's Alpha	Remarks
Budget Planning (X1)	7	0,872	Reliabel
Human Resources Competencies (X2)	7	0,883	Reliabel
Budget Absorption (Y)	6	0,987	Reliabel

Cronbach's Alpha scores obtained are 0.872 for Budget Planning, 0.883 for Human Resource Competence, and 0.987 for Budget Absorption. All of these values are above the reliability limit used in the study. Thus, the items across the three variables show sufficient internal consistency, so the instrument is considered reliable for use in the next analysis.

Table 3. Descriptive Statistics of Research Variables

Variabel	Minimum	Maximum	Means	Std. Deviation
Budget Planning	2.00	5.00	3.96	0.88
Human Resource Competencies	2.00	5.00	3.84	0.90
Budget Absorption	3.00	5.00	3.95	0.69

Descriptive statistics show that the average values of the three variables are relatively high on the five-point Likert scale, ranging from 3.84 to 3.96. Budget Planning has the highest average value of 3.96, with a standard deviation of 0.88. Budget absorption obtained an average of 3.95 with a standard deviation of 0.69. Meanwhile, Human Resources Competency has an average of 3.84 and a standard deviation of 0.90. The pattern shows that respondents generally give a positive assessment of the quality of planning, the competence of the apparatus, and the level of budget absorption at the Dompu Regency PUPR Office.

Classical assumption tests are performed before regression to ensure that the model meets statistical requirements. The examination included residual normality, multicollinearity among independent variables, and heteroscedasticity.

Table 4. Classical Assumption Test Results

Test	Indicator	Results	Criteria	Conclusion
Normality	Significance	0,200	> 0,05	Normal distribution
Multikolinearitas	Tolerance	0,672–0,684	> 0,10	Multicollinearity does not occur
Multikolinearitas	LIVE	1,464–1,488	< 10	Multicollinearity does not occur
Heteroskedastisitas	Significance	0,281–0,482	> 0.05	Heteroscedasticity does not occur

Based on the test results, the residuals met the assumption of normality because the significance value of 0.200 was greater than 0.05. For multicollinearity, the Tolerance values are 0.672–0.684 and are all above 0.10, while the VIF values are 1.464–1.488 and remain below 10. This means there is no multicollinearity among the independent variables. Heteroscedasticity testing yielded significance values of 0.281–0.482, which together exceeded 0.05. Thus, the model shows no symptoms of heteroscedasticity. Overall, these three assumptions are met, making the model suitable for regression analysis.

Table 5. Multiple Regression Results

Variabel	Coefficient (B)	t-value	Say.
Konstan	6.214	3.827	0.000
Budget Planning (X1)	0.421	6.191	0.000
Human Resources Competencies (X2)	0.389	6.078	0.000

The regression equation is expressed as follows:

$$Y = 6.214 + 0.421X_1 + 0.389X_2 + e$$

The Budget Planning Coefficient of 0.421 indicates the direction of a positive relationship with Budget Absorption. With Human Resource Competency held constant, a 1-unit increase in the Budget Planning score is associated with a 0.421-unit increase in the Budget Absorption score. A significance value of 0.000 (<0.05) indicates that the relationship is significant. Human Resources Competence has a coefficient of 0.389, indicating a positive relationship. Assuming a fixed budget, an increase in one unit of competency score is associated with an increase in the absorption score of 0.389 units, and the relationship is significant because the p-value is 0.000 (<0.05). Although the coefficient X1 is greater than X2, the difference cannot be used directly to determine relative dominance because the influence ratio should be based on the standardized coefficients.

Table 6. Hypothesis Testing Results

Hipotesis	Hubungan	t-value/F-value	Sig.	Verdict
H1	Budget Planning → Budget Absorption	6.191	0.000	Accepted
H2	Human Resource Competence → Budget Absorption	6.078	0.000	Accepted
H3	Budget Planning & Human Resource Competence → Budget Absorption	94.070	0.000	Accepted

The test results provide support for all three research hypotheses. Partially, Budget Planning has a t-value of 6.191 with a significance of 0.000, while Human Resources Competence has a t-value of 6.078 with a significance of 0.000. Since both p-values are less than 0.05, H1 and H2 are rejected. Simultaneous testing also showed that the two independent variables together had a significant effect on Budget Absorption, so H3 was accepted.

Table 7. Coefficient of Determination

Indicator	Value
R ² Customized	0.525

An Adjusted R² value of 0.525 indicates that the combination of Budget Planning and Human Resource Competency can explain 52.5% of the variation in Budget Absorption. Thus, there was still 47.5% of the absorption variation related to factors other than the variables included in the study model.

The Influence of Budget Planning on Budget Absorption

The test results show that Budget Planning has a positive and significant effect on Budget Absorption. The regression coefficient of 0.421, the t-value of 6.191, and the significance level of 0.000 provide statistical evidence supporting the acceptance of H1. These findings suggest that the better the quality of planning carried out by the organization, the greater the budget tendency can be realized. In other words, more thorough planning can create initial conditions that are better prepared for the implementation of programs and activities. Substantively, these findings can be explained through the planning function as a stage that determines the direction of budget use. Good planning helps organizations establish needs, prioritize, estimate costs, prepare supporting documents, and time activities. When components are prepared from the outset, uncertainty at the implementation stage can be reduced. On the other hand, immature planning can lead to changes in activities, budget revisions, procurement delays, or unprepared documents, ultimately delaying the realization of spending. Therefore, the positive relationship found in this study indicates that planning quality is an important prerequisite for achieving better budget absorption.

These findings are highly relevant to the Dompu Regency PUPR Office. Infrastructure development activities cannot be carried out immediately just because the budget is available, but require technical and administrative readiness first. The suitability between activity plans, budget allocations, technical documents, procurement processes, and implementation conditions in the field is part of determining the smooth realization. With more targeted planning, organizations can identify needs and potential barriers before activities are implemented. This condition allows activities to be implemented more in accordance with the set schedule and budget allocation.

The results of this study are in line with those of Wandari et al. (2021), who found that budget planning has a positive and significant effect on budget absorption. The findings are also consistent with Febiola et al. (2025), who show a positive influence of budget planning on budget absorption. The similarity in the results strengthens the argument that planning readiness can be an important mechanism in supporting budget realization. In the context of this research, planning is not just a formal document, but an instrument that links development goals with the readiness to implement and use resources. On the other hand, the study's results need to be placed in the context of previous findings, which are not entirely consistent. Handayani et al. (2022) found that budget planning does not significantly affect budget absorption, whereas human resource competence does. These differences show that good planning alone is not always enough to ensure high realization if the organization still faces obstacles during implementation. Differences in organizational context, activity characteristics, and budget implementation mechanisms may explain variation in results. Thus, the results of research at the Dompu Regency PUPR Office provide evidence that in the context of organizations oriented towards infrastructure development, the quality of planning has a real role in budget absorption. The important implication is that organizations need to pay attention to the readiness of activities before the implementation period, including the accuracy of cost estimates, the completeness of technical documents, the suitability of plans with field needs, and coordination between units. These efforts can reduce potential obstacles in the next stage and create conditions more conducive to achieving budget realization.

The Influence of Human Resource Competence on Budget Absorption

The results of the next analysis show that Human Resource Competence has a positive and significant effect on Budget Absorption. The regression coefficient is 0.389, the t-value is 6.078, and the significance level of 0.000 supports the acceptance of H2. The findings show that the better the competencies of employees involved in budget management, the greater the organization's ability to realize the budget. The competencies in this study pertain to the knowledge, skills, experience, training, and commitment required to carry out budget management responsibilities. Conceptually, this relationship is understandable because the planned budget still requires human capacity for implementation. Apparatus needs to understand budgeting procedures, administrative provisions, procurement processes, activity implementation, and accountability. Adequate knowledge and skills help reduce errors in the administrative process, while experience helps employees address problems that arise during implementation. Thus, HR competencies serve as an implementation capacity that enables budget plans to be translated into concrete activities.

The relevance of these competencies is growing at the Dompu Regency PUPR Office because the activities managed have technical and administrative characteristics. Employees are not only required to understand financial procedures but also to coordinate with related parties, follow the procurement stages, understand activity needs, monitor implementation, and ensure that accountability documents are completed. If the capacity is adequate, the implementation process can run more smoothly. On the contrary, limited competence can increase the likelihood of administrative errors, document delays, and coordination obstacles that can ultimately affect budget realization. These results are in line with Rahmawati et al. (2021) and Wandari et al. (2021), who show that human resource competence positively influences budget absorption. The findings reinforce the view that the quality of the apparatus is an important part of the success of government financial management. However, the results of this study also need to be read alongside other empirical evidence. Sartika and Roza (2024) and Febiola et al. (2025) found that human resource competence has no significant effect on budget absorption. Amelia and Sunarto (2026) also obtained results that human resource competence does not have a significant effect on optimizing budget absorption in the object of research. These differences show that competencies do not always have the same impact across organizations. The effect can depend on the characteristics of activities, organizational structure, task division, control systems, and budget implementation conditions. In this study, the positive and significant influence of human resource competence indicates that the apparatus's capacity is of great importance to the Dompu Regency PUPR Office. Therefore, competency improvement can be directed not only through formal education but also through training in budget management, procurement, financial administration, activity implementation, and reporting. Strengthening competence is expected to improve the apparatus's ability to anticipate obstacles and ensure that the budget management process runs in accordance with the provisions.

The Simultaneous Influence of Budget Planning and Human Resource Competence on Budget Absorption

Simultaneous testing yielded an F-value of 94.070 at a significance level of 0.000. Since the significance value is less than 0.05, H3 is accepted. These results show that Budget Planning and Human Resource Competency together have a significant influence on Budget Absorption. These findings are important because they show that budget absorption is not only a consequence of the quality of planning or the competence of the apparatus, but also the result of the linkage between planning and implementation capacity. Logically, planning provides direction on what to do, the resources needed, the cost, and the implementation timeline. However, none of these plans will be realized if they are not supported by the apparatus capable of carrying them out. On the other hand, competent employees will also face limitations if the activities that must be carried out have not been properly prepared. Therefore, the two variables can be seen as complementary elements in the budget absorption process. This relationship is very relevant to the character of the activities of the Dompu Regency PUPR Office. Infrastructure development involves a series of interdependent processes, ranging from technical planning, budgeting, and procurement to work implementation,

supervision, and accountability. Interference in one stage can affect the next. Unprepared planning can delay procurement, while limited competencies can slow down administrative processes and the implementation of activities. Thus, the success of absorption requires continuity between the readiness of activities and the apparatus's ability to implement them.

These simultaneous results reinforce the findings of Wandari et al. (2021), who show that budget planning and human resource competence together affect budget absorption. At the same time, these findings provide further explanation for the study's different results in partial testing. While each variable can have a different degree of influence in a given context, the combination of the two remains important in explaining an organization's ability to meet its budget. The practical implication of these simultaneous findings is that increasing budget absorption at the Dompu Regency PUPR Office should not be achieved through a single policy. Improving the quality of planning needs to go hand in hand with strengthening the apparatus's capacity. On the planning side, organizations can strengthen the accuracy of needs identification, cost estimation, technical document readiness, scheduling, and coordination. In terms of human resources, strengthening can be achieved by increasing understanding of regulations, providing technical and administrative training, building experience, and improving coordination in the implementation of activities. With this approach, organizations seek not only to increase the amount of budget absorbed but also to improve the quality of the processes that lead to absorption. Better absorption is expected to occur through the implementation of more prepared activities, more orderly administration, and more adequate apparatus capabilities. This finding also shows that increasing budget absorption is a problem of overall organizational capacity, not just a problem of the size of budget allocation.

CONCLUSION

The results of the study show that Budget Planning has a positive and significant relationship with Budget Absorption at the Public Works and Spatial Planning Office (PUPR) of Dompu Regency. The relationship was proven by a regression coefficient of 0.421, a t-value of 6.191, and a significance of 0.000. Human Resources Competency also showed a positive and significant relationship with Budget Absorption, with a coefficient of 0.389, a t-value of 6.078, and a significance of 0.000. Together, the two variables have a significant effect on Budget Absorption, as indicated by an F value of 94.070 and a significance level of 0.000. The findings show that increasing budget realization requires support from the quality of activity preparation, as well as from the apparatus's ability to implement it. Good planning provides direction and readiness, while competent human resources help ensure that activities are carried out and managed in accordance with applicable plans and regulations. In practical terms, the research results indicate the need to improve the quality of activity planning and strengthen the competence of employees responsible for budgeting. This study has limitations because it uses only one local government organization as its subject. Therefore, further research can expand the scope and objects of study so that factors related to budget absorption can be understood across a more diverse range of organizational contexts. The results of the study show that Budget Planning has a positive and significant relationship with Budget Absorption at the Public Works and Spatial Planning Office (PUPR) of Dompu Regency.

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improve the quality of activity planning and strengthen the competence of employees who handle the budget. This study has limitations because it uses only one local government organization as its subject. Therefore, further research can expand the scope and range of inquiry so that factors related to budget absorption can be understood across a more diverse set of organizational contexts.

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