



Conference Proceedings  
August 27-29, 2017

**BALI, INDONESIA**

**ISBSS**

International Symposium on Business and Social Sciences

**ICOSS**

International Conference on Social Science

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Welcome Message.....	3
General Information for Participants.....	4
International Committees .....	6
International Committee of Social Sciences .....	6
Special Thanks to Session Chairs .....	10
Conference Venue Information.....	11
The Stones Hotel - Legian Bali.....	12
Conference Schedule .....	13
Social Sciences Keynote Speech.....	15
Oral Sessions .....	17
Society / Culture/ Politics .....	17
ISBSS-0035.....	18
ISBSS-0031.....	22
ISBSS-0039.....	25
ICOSS-0026 .....	29
Business (1) .....	31
ISBSS-0053.....	33
ISBSS-0038.....	34
ISBSS-0040.....	48
ISBSS-0015.....	57
ISBSS-0013.....	70
ISBSS-0023.....	81
Education .....	89
ISBSS-0029.....	90
ISBSS-0007.....	93
ICOSS-0009 .....	95
Business (2) / Management/ Economics.....	109
ISBSS-0052.....	111
ISBSS-0056.....	115
ISBSS-0012.....	117
ICOSS-0010 .....	120
ICOSS-0019 .....	131
ICOSS-0020 .....	142
Poster Sessions (1).....	144
Education / Finance .....	144

<b>ISBSS-0024.....</b>	<b>145</b>
<b>ISBSS-0050.....</b>	<b>149</b>



## ***Welcome Message***

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### **Local Host**

#### **Yonik Meilawati Yustiani**

Associate Professor,  
Department of Environmental Engineering,  
Pasundan University

Dear HEF committee, professors, researchers and all participants,

It's been a great honor for me being a host of this great conference in Bali. In this fast-developing world of knowledge, scientific conferences are incredibly important to inform and share one another of the latest findings.

The Asia-Pacific Conference on Engineering and Applied Sciences (APCEAS) and The International Symposium on Business and Social Sciences (ISBSS) as well as other meetings will cover various fields of study, including applied sciences, engineering, business, management, culture, education, etc. This interdisciplinary conference has been one of the core values of Higher Education Forum (HEF) beside internationalization and joint conference. Nowadays, interdisciplinary research are increasing and playing a key role. Through interdisciplinary joint conferences, the HEF provide an international platform where participants could view the same topic in different light and could furthermore seek new collaboration and research opportunities across academic themes.

Bali is the suitable place for us in having such fruitful conferences. Bali has many things to learn and enjoy especially natural beauties and cultures. Many foreign scholars, artists and researchers live in Bali to learn unique knowledge of each particular subject. Tourists also enjoy beaches and traditional performances of Bali art. Beside Legian, Bali also has other beautiful beaches such as Jimbaran, Seminyak, Uluwatu, Kuta, Sanur, etc.

In this fruitful conference, I hope all of you will have many benefits, having new friends, boarder horizon, more distributed network, deeper understanding on others to build a better life.

I warmly welcome you to this Bali conference.

*~Yonik Meilawati Yustiani*

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Sangho Kim	Ritsumeikan Asia Pacific University

## **Business (1)**

**Sunday, August 27, 2017**

**15:20-16:50**

**Meeting Room 2**

Session Chair: *Prof. Sasipimmas Hongsombud*

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**ISBSS-0053**

**Psychological Capital Mediates the Influence of Budget Participation towards  
Organization Commitment in Indonesia**

Anthonyus | *Marantha Christian University*

**ISBSS-0038**

**Value Accounting, Tiol-Culture and Activity Based Costing Effectiveness in  
Manufacturing Industry: A Study Comparison between Japan and the United States by  
Culture of Hofstede's**

Sasipimmas Hongsombud | *Institute of Physical Education Suphanburi*

**ISBSS-0040**

**Professional Culture, Ethical Judgment, Professional Commitment and Professional  
Organization Citizenship Behavior of Tax Auditors in Thailand**

Chairung Chaikambang | *Kalasin University*

**ISBSS-0015**

**Business Models of Agro-Food Networks of Small Farmers: A Case Study in Taiwan**

Kuen-Hung Tsai | *National Taipei University*

Chia-Jen Chen | *National Taipei University*

**ISBSS-0013**

**Strategy Marketing Renewal and Marketing Success: Evidence from SMEs, Buriram  
Province, Thailand**

Raphephan Phonginwong | *Buriram Rachabhat University*

Nuttawut Chookhun | *Buriram Rachabhat University*

Kittikorn Huadsir | *Buriram Rachabhat University*

**ISBSS-0023**

**The Effect of Corporates Image on Customer Loyalty: An Empirical Investigation of Big C Supercenter Roi-Et Branch**

Srisunan Prasertsang | *Roi-Et Rajabhat University*



**ISBSS-0053**

**Psychological Capital Mediates the Influence of Budget Participation towards Organization Commitment in Indonesia**

**Anthonyus**

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Email address: anthony\_partners@yahoo.com

**Abstract**

**Purpose** – The purpose of this research is to find out if psychological capital mediates the influence of budget participant towards organization commitment in Indonesia.

**Design/methodology/approach** = The data was taken from 100 employees in Indonesia, the measuring used the questionnaires to measure psychological capital, budget participation, and organization commitment.

**Findings** – The result of this research showed that the hypothesis of this research is approved, which is psychological capital mediates the positive effect of budget participation towards organization commitment.

**Research limitations/implications** – The limitation of this research was the scope in this research and would take the sample of individuals who works and becomes involved in budget participation in industries in Indonesia. This research limits the scope of the research in budget participation towards organization commitment with psychological capital as intervening variable.

**Practical implications** – The implication of this research is able to offer solution to the company in terms of budget participation, particularly by considering behavioral aspects and psychological capital. It is closely related to individual organization commitment, and an individual's commitment will make a big impact on the companies' success in the future.

**Originality/value** – This research focuses on the field of behavioral research. The significance of research is a new thing in researching budget participation aspects on organization commitment with mediating psychological capital.

**Keywords** – Budget Participation, Psychological Capital, Organization Commitment, Indonesia

**Paper type** – Research paper

# PSYCHOLOGICAL CAPITAL IN MEDIATING THE INFLUENCE OF BUDGET PARTICIPATION TOWARDS ORGANIZATION COMMITMENT IN INDONESIA

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## ABSTRACT

**Purpose** – The purpose of this research is to find out if psychological capital mediates the influence of budget participant towards organization commitment in Indonesia.

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## INTRODUCTION

According to Vitez, while running the business, the owner is often supposed to be more aware in planning and reviewing their finance. Mostly, the companies use some form of accounting to identify, measure, analyse, and report their financial information. One of accounting tools that can be used is budgeting. The business budget is one of accounting tools, which is important used by the companies in running their business.

Budget is generally the detailed analysis about how the companies do planning in order to manage money during the next time-period. There are many companies that create budgets on an annual basis so that they can carefully outline the expected needs in each department.

The importance of budgeting function is as a planner and controller for the companies' performance, therefore it can be said that budget is important thing in the companies' sustainability. Budget is also a technical thing. However, it cannot be denied if in preparing the budget, it has to consider human behavioral aspects that create and run the budget.

Human behavioral aspects that create and run budget can be influenced by the budget, and otherwise budget that is created can be influenced by the budget's makers and implementers. Because there are many of them that actually have done the budget, but they consider what they are doing is not the budget, so that they have unconsciously done the budget but it is still thick with the behavior of the budget implementers. And budget that is used is budget, which can be changed at will by the implementers, because they consider what they plan is not a budget that has actually to be realized. Therefore, in making budgets for the organization, as well as the company, has to more consider human behavior that related to budgets.

The success of budgets will mainly be determined by the ways of making the budgets itself. The budget program, which is most successful, has to involve the manager in charge of cost control to make their estimated budget itself. The approaches in providing budget data are important if the budget will be used to control and evaluate the manager's activities. The most effective budgeting approach is a budget that created with the cooperation and full participation from the managers at all levels (Garrison & Noreen, 2000).

Budgeting is related to behavioral aspects of an individual, who does budgeting. Within an individual, there is a psychological capital (Psychological capital: self-efficacy, optimism, hope and resiliency). Psychological capital has a major role in determining the success of an individual (Luthans & Youssef, 2004)

Relating to performance, there is a direct relationship between budget participation and performance (Leach-lópez, 2008). Budget participation determines or directly relates to the performance of that individual. Relating to psychological capital aspects, there is a relationship between psychological capital and individual job performance (Venkatesh & Blaskovich, 2012). Besides taking effect on performance, psychological capital is positively related to organization commitment (Sharifi and Badri, 2014).

## **Budget Participation**

Budgeting is one of planning and controlling management company tools (Merchant, 1982). Budgeting can be done with top-down and bottom-up approaches. Top-down approach or authoritative budget of top management arranges budget for the organization as a whole, included lower level operation. Bottom-up approach or the participation allows negotiation among the managers to achieve the organization's goal. By being involved middle and lower level managers in the budgeting process, it will lead to a commitment to managers that the budget is also the goal, so that there will be the congruence between manager goals and company goals (goal congruence). Therefore, if there is a suitability of the company goal between the company and managers, then managers will try harder and take more initiatives to achieve the target budget set. Achieving the target budget is an achievement, whereas in participation, it contains the organization goals. So that, it can be stated that participation has a positive relationship with achievement.

The various studies proved that budget participation has a positive impact towards the organization. Budget participation is directly related to performance (Leach-lópez, 2008; López, Stammerjohan, & Lee, 2009). Budget participation is able to mediate the relationship between style of leadership and work results (Kyj & Parker, 2008).

## **Organization commitment**

Organization commitment is a variable that received appreciable attention from the researchers (Chughtai & Zafar, 2006) The various literatures in relation to the organization, the commitment factor is recognized as an important factor that determines employee behavior in an organization (Meyer & Herscovitch, 2001; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Commitment is a factor that connects employee with the organization and helps the organization succeed (Fornes, Rocco, & Wollard, 2008).

## **Positive Psychological Capital**

Positive psychological capital is a positive psychological paradigm approach in the field of psychology. Positive psychological capital is a conceptual model of positive psychological approach in the workplace, which is known from the conceptual theory of positive organizational behavior (POB) (Luthans et al., 2007). POB is the study and application of psychological capacity and the power from positively-oriented human resources, which can be measured, developed, and effectively can be managed to improve performance in organizations today (Luthans, 2002).

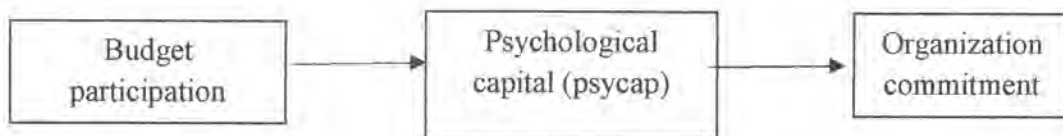
As the development of researches that conducted by Luthan in relation to POB, it is defined that the concept of positive psychological capital by Luthan, et al (2005) in which identifying that there are strong factors affect a positive psychological capital in the workplace, it consists of 4 (four) components, such as self efficacy, hope, optimism and resiliency. The most important element of the notion of positive psychological capital, one of them based on positive psychological paradigm approach in which it considers the powers that is owned in human beings. Luthan & Youssef (2007) revealed that positive psychological capital has contributed as basic construction to support the formation of ideas relating to economic/financial capital, human capital, and social capital.

Positive psychological capital is comprehensively described on the individual self-characteristic (1) having self efficacy to be able to take every opportunity as the form of efforts to achieve success in a challenging task, (2) being able to create positive attribute in themselves (optimistic) about the success in the present and the future, (3) having persistence in achieving goals, being able to see the chance/opportunity that can be achieved, bringing up the hope to achieve success, (4) when having problems and issues, then an individual is able to overcome, and solve the problems to make changes and achieve success (Luthans et al., 2007).

## DEVELOPING HYPOTHESIS

---

Figure 1  
The hypothesized model in the study



Various researches proved that there is a positive effect towards the company. When the employee is involved to be participated in budgeting, it has a positive relation with motivation (Hofstede, 1967; Searfos & Monczka, 1973; Kenis, 1979). Budget participation has also a strong influence on performance in a company (Brownell & Merchant, 1990; Indriantoro, 1993). Budget participation has also a positive relationship with performance and job satisfaction (Leach-lópez, 2008; López et al., 2009).

Relating to behavioral aspects and psychological capital, an employee as an organizer and has involvement with budget participant. The research found that budget participant has an influence towards an individual's psychological capital and that psychological capital eventually affects the individual performance (Venkatesh & Blaskovich, 2012). Psychological capital also has a very board impact towards the achievement of an individual, for instances there is a relationship between psychological capital and employee creativity (Zubair & Anila, 2015) and also has a positive connection with the employee performance (Venkatesh & Blaskovich, 2012) and a positive connection with organization commitment (Sharifi & Badri, 2014). This research will test a hypothesis:

H : psychological capital mediates the positive effect of budget participation towards organization commitment.



## METHOD

Based on the purpose of the research, this research is a quantitative research with hypothesis testing. The sample in this research was taken with a survey of 100 individuals from various types of industries in Indonesia that are working with the manager level and have a strong relationship with the participation in budgeting. Method of collecting data in this research is questionnaires that are filled in by managers in companies, which are sampled. The questionnaire that is designed in this research; the questionnaire for measuring budget participation is using the questionnaire that is developed by (Milani, 1975), for organizational commitment is using the questionnaire that is developed by (Mowday, et al, 1979), whereas for measuring psychological capital is using the questionnaire that is developed by Luthan. For doing data analysis, data processing is performed by using SPSS (Statistical Package for the Social Sciences) program.

## ANALYSIS AND RESULTS

Path-coefficient in this research is calculated by making two structural equations, which is regression equation that shows the hypothetical relations. In this case, there are two equations, are:

$$\text{Psychological capital} = \beta_1 \text{ budget participation} + \epsilon_1 \dots (1)$$

$$\text{Organizational commitment} = \beta_1 \text{ budget participation} + \beta_2 \text{ psychological capital} + \epsilon_2 \dots (2)$$

Table 1

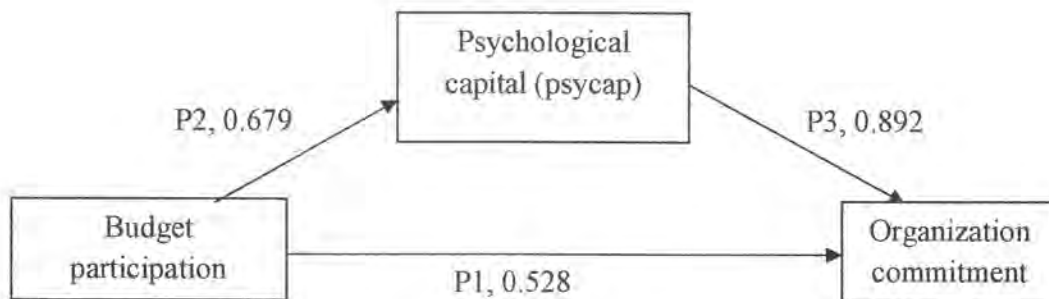
Regression output with using SPSS for equation 1					
Model	Unstandardized	Std. Error	Standardized	t	Sig.
	Coefficients		Coefficients		
	B		Beta		
1 (Constant)	3.088	0.496		6.278	0.000
Budget participation	0.857	0.214	0.679	5.020	0.000

Dependent Variable: psychological capital

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
1 (Constant)	2.620	0.323		5.055	0.000
Budget participation	0.761	0.092	0.528	6.926	0.000
psychological capital	0.980	0.087	0.892	8.495	0.000

Dependent Variable: organization commitment

Figure 2  
The result of psychological capital mediates the positive effect of budget participation towards organization commitment



The SPSS output above gives the standardized beta value in the equation (1) of 0.679 and significant at 0,000 in which it means that budget participation affects psychological capital. The standardized coefficient beta value of 0.679 is path value or path p2.

On the SPSS output of the regression equation (2) the standardized beta budget participation value of 0,528 and psychological capital 0,892 is all significant. The standardized beta budget participant value of 0,528 is a path value of p1 and the standardized beta budget participant value of 0,892 is a path value of p3.

The result of path shows that budget participation can be directly influenced on organization commitment and also can be indirectly influenced, which is from budget participation to psychological capital (as intervening variable), and then to organization commitment. The amount of direct influence is 0,528, while the amount of indirect influence has to be calculated with diverting indirect coefficient is  $(0,679) \times (0,892) = 0,605668$ . Because the coefficient of direct relationship is smaller than the coefficient of indirect relationship, so it can be said that the actual relationship is indirect relationship.

The result of the research proves that hypothesis in this research is approved, which is psychological capital mediates the positive effect of budget participation towards organization commitment.

## **DISCUSSION AND CONCLUSIONS**

The result of the research shows that manager participation in a company budget is affected towards psychological capital (Psychological capital: self-efficacy, optimism, hope and resiliency) of the employee, and then psychological capital affects organizational commitment. This research gives new contribution that budget participation in a company; budget participation does not only directly give impact towards organizational commitment of an employee. In this case, when the employee is involved in budget participation, it indirectly makes the employee become committed to the organization; however psychological capital becomes mediating factor between budget participation and commitment of the employee. When a manager is involved in budget, this gives a positive impact towards psychological factor of an employee, the employees become having a sense of confidence (self efficacy), be able to create a positive attribute in themselves (optimistic) about the success in the present and the future, give impact in terms of persistency in achieving the goals, by the ability to redefine the path to achieve the goals if it is needed (hope) to achieve the success and the ability to continue even when it has to be faced with the pressures or the challenges that continue to come (resiliency).

Eventually, psychological capital gives an impact towards organizational commitment of the employee. The company shall consider budget participation and psychological capital factors the company's business processes. Because it gives a positive influence on commitment of an employee and commitment of an employee can give a positive contribution towards the success of the company in the future.

This research has limitation, including filling questionnaires by using self-assessment/self-rating method, it may lead to bias. The research in the future can use mixed methods (quantitative and qualitative methods), such as by adding the interview method of the sample manager.

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