

The effect of society participation, budget, and organization on the effectiveness of pond maintenance program in Kobalima District, Malaka Regency

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Abstract

Purpose: The discussion of this research is Society Participation, Budget, and Organization on the Effectiveness of Pond Maintenance Program in Kobalima District, Malaka Regency.

Research Methodology: This study uses quantitative research methods with sampling techniques in research using the Slovin formula and data analysis techniques using regression, namely looking for the effect of each independent variable on the dependent variable, and the instrument used in this study is intended to produce accurate data by using a Likert scale.

Results: Each independent variable, namely society participation, budget, and organization, partially has a significant influence on the effectiveness of the pond maintenance program. Simultaneous society participation, budget, and organization also have a significant effect on the effectiveness of the pond maintenance program.

Limitations: Research variables are complex and research results may change in the future.

Contribution: Research findings can serve as a basis for evaluation and the basis for maintaining existing good performance in promoting an effective pond maintenance program.

Keywords: *Budget, Organization, Participation*

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1. Introduction

Indonesia is a maritime country that has an area of about six million square miles, 2/3 of which is sea and 1/3 of its territory is land area. The archipelagic state of Indonesia has a total of 13,466 islands and has a coastline of 81,000 kilometers (Dahuri, Rais, Ginting, & Sitepu, 2008). Based on the existing physical facts, Indonesia's territorial waters become a resource that can support the people who live around it. Indonesia's vast coastal and oceanic areas have wealth and diversity of natural resources. The wealth of natural resources found in coastal and oceanic areas include: fishery resources (plankton, benthos, fish, mollusks, and marine mammals), seaweed, seagrass beds, mangrove forests, and coral reefs (Dahuri, et. al, 2008). The existence of the natural resources of the two regions is expected to be a capital for the development of Indonesia in the future and can be used for various interests in order to improve the level of society welfare. One of the natural resources that can be utilized in coastal areas is fishery resources. Fishery resource is divided into two sectors, namely, capture fisheries and aquaculture. For the capture fisheries sector, production is obtained from marine products by direct catching on the high seas. Meanwhile, the aquaculture sector is a pond on a beach with brackish water (a mixture of saltwater from the sea and freshwater from the river)

whose products are obtained from the maintenance or cultivation of fish or shrimp in the pond. Based on these conditions, it triggers the society to start new businesses in fishery activities, namely businesses in brackishwater aquaculture (pond). In Indonesia, there is a brackish water cultivation business (pond), which is spread in every area on sea coasts. This is influenced by the potential of natural resources, human resources, as well as different facilities and infrastructures in each region.

The success of inland fishery business development, especially aquaculture, is determined by many factors, including physical factors and non-physical factors. Physical factors that support aquaculture include climate, soil conditions, and water conditions. Meanwhile, non-physical factors that support fishery business include labor, provision of seeds, marketing, capital, production yields, and disease disturbances ([Kordi, 2009](#)).

Kobalima District is one of the areas located on the coast of Malaka Regency. This area has the potential for brackish water aquaculture (pond). This is because brackish water aquaculture (pond) can only be carried out in areas that are supported by the ease of obtaining seawater as a means of living for fish and shrimp. In aquaculture activities, the main influences that need to be considered include the influence that comes from the environment around the cultivation location and the influence of aquaculture activities on the environment. Various failures that befall pond farmers in Indonesia are thought to stem from environmental damage to ponds. The pond environment as an ecosystem has a very important role in maintaining the survival of the organisms being cultivated so that the decrease in environmental carrying capacity as a result of pollution is a serious threat to the continuity of the productivity level of pond land.

Society participation in Kobalima in maintaining ponds as a brackish water cultivation area is a very important part in determining the success of the program implemented by the government. It is in line with the statement from [Nahak, Kase, & Kelen \(2021\)](#) that the involvement of the community is very important for the implementation of the targeted activities. The success of an aquaculture development program depends on society's participation because, with the participation of society, the program can be sustainable and run properly. The Malaka Agricultural Revolution (RPM Malaka) Program is a change that occurs quickly in a short period of time in certain fields due to intentional or unintentional factors. In essence, there are changes that occur rapidly in agricultural aspects, such as farming patterns, models of using agricultural technology, and models for maintaining types of commodities, such as red onions, green beans, corn, milkfish, ducks, and goats.

Milkfish is one of the leading commodities in the government's development program. Therefore, hard works by aquaculture groups are necessary in order to respond to the Malaka Agricultural Revolution and increase milkfish production in groups that have received assistance from the government.

Rapid changes need to be a big responsibility for the technical service and the active role of the society to work in total: forcing the Society to seriously take what has been started in the concept and movement of this Malaka Agricultural Revolution. The success of fishery development cannot be separated from society participation. The development carried out by the government certainly aims to achieve a prosperous society, so that the position of the society is an important position in the process of implementing development carried out by the government. The development will be considered successful if the developer brings a change in welfare in the society, so that the development process is a process of bargaining between the needs of the society and the wishes of the government. Therefore, in the implementation of development, society participation is something that greatly affects the success of the development process itself ([Bintoro, 2010](#)).

Malaka Regency is a new regency that is very enthusiastic about the development and progress of the society's economy in various fields, one of which is in the field of fisheries but has experienced an inappropriate response. Therefore, on this occasion, the authors will try to examine how the participation of aquaculture groups in aquaculture is in the aquaculture development program launched by the government through the Malaka Agricultural Revolution (RPM), which disburses a

budget for fish development starting from pond printing, seed preparation, to feeding for three months after sowing the seeds. As for the amount of the budget according to data in 2017 at the Department of Food Security and Fisheries of Malaka Regency in the Aquaculture and Capture Fisheries Sector, the budget ceiling is IDR1,137,500,000.- for the entire Malaka Regency People's Pond Groups for the development and rehabilitation of fish ponds.

Table 1. Fishery Production in Malaka District

Year	Aquaculture Production (Tons)
2016	245
2017	52
2018	34

Source: Malaka Regency Fishery Service (2019)

Table 1 above shows that in 2016, the production of aquaculture in Malaka Regency was 245 tons; in 2017, there were 52 tons; and in 2018, there were 34 tons of aquaculture production. Based on the data, the pond fishery production decreased in 2018 to only 34 tons. Meanwhile, in 2016, the production was 245 tons. The fluctuation in production figures is not only in the selling price in the market, but there are also factors that influence this, namely the level of participation of the pond society or pond groups in managing ponds that is still not maximal.

The existence of high fishery potential in Malaka Regency should be utilized in such a way as to empower the society, improve welfare, and increase economic growth. Judging from the budget data and the results of aquaculture production, it shows that society participation has not been maximized in increasing fishery potential. Based on initial observations, aquaculture groups that received assistance in the Malaka Agricultural Revolution Program, especially in brackish water aquaculture commodities, have not provided maximum and continuous results in fish production, and the authors will take one sample at a location in Kobalima Regency to determine society participation in the maintenance of ponds as brackish water cultivation as well as the capabilities and potentials possessed by the society so that the authors can find out the problems experienced by the society.

The problems found in the Kobalima society ponds, among others, are seen from the lack of maintenance of the ponds so that the commodity yields are not maximized. There are also the social backgrounds of the society groups, namely education, and age which are obstacles in pond cultivation. According to Ismayani, management functions (planning, organization, implementation, and supervision) are very influential in the management of the shrimp farming business. Increased production cannot be separated from good management in its management; the weaker the implementation of management functions is, the lower the production will be, and on the contrary, the better the implementation of the management functions is, the higher the production will be.

Based on the data on the results of aquaculture production and the amount of the budget ceiling as well as initial observations, a problem arises, which is investigated with the title *The Effect of Society Participation, Budget, and Organization on the Effectiveness of Pond Maintenance Program in Kobalima District, Malaka Regency*.

2. Literature review

Society participation

According to [Adisasmita \(2006\)](#), society participation can be defined as the involvement of society members in the development, including activities in planning and implementing development programs. [Adisasmita \(2007\)](#) said that increasing society participation was one form of active social empowerment that was oriented towards achieving development outcomes carried out in (rural) communities. Society empowerment is an effort to utilize and manage rural society resources (HR) more actively and efficiently, namely in the following cases:

- a. Aspects of input (HR, funds, equipment or facilities, data, plans, and technology).
- b. Aspects of the process (implementation, monitoring, and supervision).

- c. Aspects of output (achievement of targets, effectiveness, and efficiency).

Society participation has long been discussed and contemplated in various forums and opportunities. The point is that the general public or as many people as possible participate with the government in providing assistance to improve, expedite, accelerate, and ensure the success of development efforts. So, in general, participation can be interpreted as "participation" or taking part in joint activities.

According to Tjokromidjojo in [Safi'i \(2007\)](#), society participation in development is divided into three stages, namely:

- a. Participation or involvement in the process of determining development directions, strategies, and policies carried out by the government.
- b. Involvement in carrying the burden and responsibility in the implementation of development activities.
- c. Involvement in reaping and utilizing development equitably.

Society participation in development is an integral activity that must be fostered and developed, which in turn will foster a sense of belonging and a sense of responsibility from the society in a conscious, passionate, and responsible manner.

The indicators that can be used to measure the success of a program as proposed by [Sumodiningrat \(1988\)](#) are as follows:

- a. Decrease in the number of people included in the poor category.
- b. The development of efforts to increase income is carried out by the poor by utilizing available resources.
- c. Increased public awareness of efforts to improve the welfare of poor families in their environment.
- d. Increasing group independence, which is marked by the development of productive businesses of members and groups, larger group capital, tidier group administration systems, and wider group interactions with other groups in society.

Empowerment, according to [Kartasasmita \(1996\)](#), is an effort to build power in humans by encouraging, motivating, and raising awareness of their potential as well as trying to develop. The word empowered in the Indonesian Dictionary ([Poerwadarmita, 1976](#)) is defined as (1) capable, powerful (2), having reason, and so on to overcome something.

The term society is something that is often encountered in human life, especially in a state bond. However, the meaning of the term society receives different responses from experts with their respective points of view. According to [Sumodiningrat \(1999\)](#), society empowerment is an effort to make society independent through the realization of the potential abilities it has. As for social empowerment, it always involves two interrelated groups, namely the society as a party which cares as an empowering party in [Kartasasmita \(1996\)](#).

Budget

According to [Anthony \(1998\)](#), budget is an effective planning and control tool within an organization, which is short-term, usually covering a period of one year. Meanwhile, [Supriyono \(1997\)](#) revealed that a budget was a detailed plan that was formally stated in quantitative terms to show how resources would be obtained and would be used for a certain period of time, which was generally one year. This budgeting activity is called budgeting.

Budget has two important roles in an organization, namely 1) to act as a planning tool and 2) to act as a control tool. As an action plan, budget can be used as a tool to control the activities of an organization or organizational unit by comparing the actual results achieved with the plans that have been set. If the actual results differ significantly from the plan, certain actions should be taken to make necessary revisions to the plan.

The budgeting process is an important and complex activity because of the possible functional and dysfunctional impacts on the attitudes and behavior of organizational members that it causes (Milani, 1975 in [Fahrianta and Ghozali, 2002](#)). It is further stated that the level of involvement and influence of subordinates on decision-making in the process of preparing the budget is the main factor that distinguishes between participatory and non-participatory budgets.

According to [Effendy \(2014\)](#), budget has an important role in the company, and therefore, one must be careful in the preparation process. If the budget is set too loosely, then the role of the budget as a tool to motivate is not achieved. On the other hand, if the set budget is too heavy, it can create tensions that result in not achieving the targets of the budget. In this case, it is clear that the participation of subordinates in the preparation of the budget is very necessary. By participating, subordinates will know clearly the targets that must be achieved and what efforts must be made to achieve these targets. Through a participatory budget, it is hoped that the budget can be achieved because the drafting process optimally involves subordinates.

Participation in the budgeting process can be interpreted as the involvement of individuals as budget actors in budget making. Browell (1982) in [Supomo and Indriantoro \(1998\)](#) defined participation as a process of evaluating the performance of individuals and setting rewards on the basis of budget goals that had been achieved and the involvement and influence of individuals in budgeting.

Effectiveness

[Kurniawan and Yamin \(2007\)](#) explained that effectiveness was the ability to carry out tasks or functions (operations, program activities, or missions) of an organization or the like in which there was no pressure or tension between its implementations. This understanding means that effectiveness is the stage of achieving success in achieving the goals that have been set. Effectiveness is always related to the relationship between the expected results and the results actually achieved. It is in contrast to the opinion of [Susanto \(2014\)](#), which provides a definition of effectiveness as the power of messages to influence or the level of ability of messages to influence. So, it can be interpreted that effectiveness is a measurement to achieve the goals that have been carefully planned in advance.

Effectiveness can also be interpreted as a measure of the success or failure of an organization to achieve its goals. If an organization succeeds in achieving its goals, then the organization is said to have been running effectively. According to [Bastian \(2001\)](#), effectiveness can be interpreted as success in achieving predetermined goals. In addition, effectiveness is the relationship between output and goals where effectiveness is measured based on how far the level of output or policy output is to achieving the goals that have been set. Furthermore, the term effectiveness is the achievement of the desired goals or results regardless of the factors of energy, time, cost, thought, tools, and others that have been determined.

[Effendy \(2005\)](#) explained that effectiveness was communication whose process reached the planned goals in accordance with the budgeted costs, the time set, and the number of personnel determined. So, it can be interpreted that the indicator of effectiveness in the sense of achieving predetermined goals or objectives is a measurement where a target has been achieved in accordance with what has been planned. [Mulyadi \(2001\)](#) measured organizational effectiveness as not a very simple thing because effectiveness could be studied from various perspectives and depended on who assessed and interpreted it. When viewed from the point of view of productivity, a production manager provides an understanding that effectiveness means the quality and quantity (output) of goods and services.

3. Research methodology

The research was conducted in Kobalima District, Malaka Regency starting from February to March 2020 using quantitative research methods with regression analysis techniques, namely looking for the effect of each independent variable on the dependent variable with the research framework as follows:

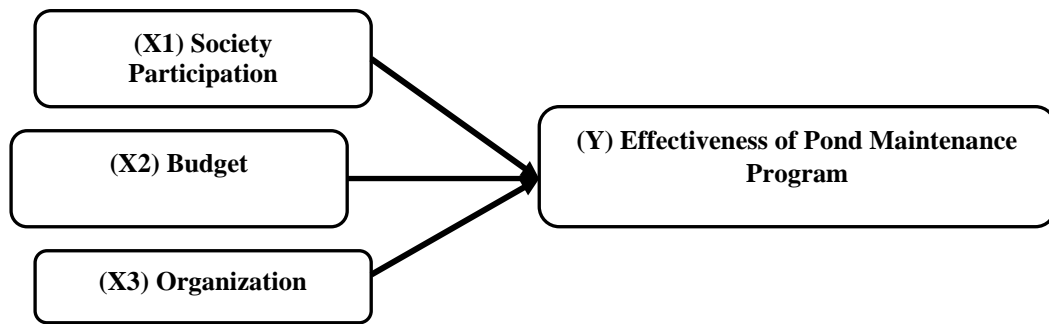


Figure 1. Research Framework

Information:

- X1 : Society Participation Rate
- X2 : Budget
- X3 : Organizing Organization
- Y : Effectiveness of Pond Maintenance Program

The population in this study is all members who are included in the groups of pond farmers, namely 5 groups in Kobalima District with a total of 100 people. The analysis is on the groups of pond farmers. The sampling technique used in the study is the Slovin formula.

$$n = \frac{N}{1 + Ne^2}$$

Information:

- n : Number of samples
- N : Population
- e : Sampling error rate of 5%

$$n = \frac{100}{1 + 100(0.05)^2}$$

n = 80 samples

The instrument used in this study is intended to produce accurate data by using a Likert scale. [Sugiyono \(2014\)](#) stated that the Likert Scale was used to measure an attitude, opinion, and perception of a person or group of people about a social phenomenon. The obtained data are then analyzed using the classical assumption test to determine the quality of the data obtained. After that, a statistical test which consists of a partial test (t test) and a simultaneous test (F test) is carried out.

4. Results and discussions

Descriptive Analysis of Research Variable Percentage

Descriptive analysis of percentages aims to clarify the description of the research variables, namely society participation, budget, organizing organization, and the effectiveness of pond maintenance program.

Society participation

In the descriptive variable of society participation, the assessment is carried out from the results of the questionnaires answered by the respondents, which can be seen in the descriptive table of society participation below.

Table 2. Distribution of Society Participation Variable

Criteria	Frequency	Percentage (%)
Very High	4	5
High	5	6.25
Medium	19	23.75
Low	52	65
Total	80	100
Average	8.4	
Criteria	R	

Source: Processed research data (2020)

Based on the table above, from 80 respondents, information about society participation is obtained as follows: 4 people (5%) have high participation category, 5 people (6.25%) have high participation category, 19 people (23.75%) have medium participation category, and 52 people (65%) have participation in the low category. Classically, the percentage of participation is 8.40%, and it is included in the low criteria.

Budget

In the descriptive variable of the budget, the assessment is carried out on the respondents' answers to the questionnaires which can be seen in the descriptive table below.

Table 3. Distribution of Budget Variable

Criteria	Frequency	Percentage (%)
Very High	4	5
High	3	3.75
Medium	7	8.75
Low	66	82.5
Total	80	100
Average	8.9	
Criteria	R	

Source: Processed research data (2020)

Based on the table above, it can be seen from 80 respondents that the information about the budget variable is obtained as follows: 4 people (5%) answered with very high criteria, 3 people (3.75%) answered related to budget variable with high criteria, 7 people (8.75%) answered with moderate criteria, and 66 people (82.5%) answered with low criteria. Classically, the percentage of the budget variable is 8.9% and it is included in the low criteria.

Organization

In the descriptive variable of organization, the assessment is carried out from the results of the questionnaires answered by the respondents, which can be seen in the descriptive table of organization below.

Table 4. Distribution of Organization Variable

Criteria	Frequency	Percentage (%)
Very High	6	7.5
High	3	3.75
Low	23	28.75
Very Low	48	60
Total	80	100
Average	8.7	
Criteria	R	

Source: Processed research data (2020)

Based on the table above, it can be seen from 80 respondents that the information about the organizing organization variable is as follows: 6 people (7.5%) answered with very high criteria, 3 people (3.75%) answered related to organization variable with high criteria, 23 people (28.75%) answered with moderate criteria, and 48 people (60%) answered with low criteria. Classically, the percentage of the budget variable is 8.7% and it is included in the low criteria.

The effectiveness of the pond maintenance program

In the descriptive variable of the effectiveness of the pond maintenance program, the assessment is carried out from the results of the questionnaires answered by the respondents, which can be seen in the descriptive table of the effectiveness of the pond maintenance program below.

Table 5. Distribution of the Effectiveness of the Pond Maintenance Program

Criteria	Frequency	Percentage (%)
Very High	2	2.5
High	1	1.25
Low	34	42.5
Very Low	43	53.75
Total	80	100
Average	8.8	
Criteria	R	

Source: Processed research data (2020)

Based on the table above, it can be seen from 80 respondents that the obtained information about the effectiveness of the pond maintenance program is as follows: 2 people (2.5%) answered with very high criteria, 1 person (1.25%) answered related to the effectiveness of the pond maintenance program with high criteria, 34 people (42.5%) answered with moderate criteria, and 43 people (53.75%) answered with low criteria. Classically, the percentage of the budget variable is 8.8% and it is included in the low criteria.

Data quality test

Normality test

Normality test aims to find out whether the data from each variable are normally distributed or not. In this analysis, we want the distribution to be normal. The formula used is the Kolmogorov Smirnov

formula in the SPSS 20 computer program. If the value is less than the specified significance level of 5%, then the data are not normally distributed. On the contrary, if the Asymp. Sig. value is more than 5%, then the data are normally distributed.

Table 6. Results of Normality Test of Variable X1, X2, and Y Data

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters ^a	Mean	0.000000
	Std. Deviation	1.50757527
Most Extreme Differences	Absolute	0.065
	Positive	0.065
	Negative	-0.065
Kolmogorov-Smirnov Z		0.581
Asymp. Sig. (2-tailed)		0.888

a. Test distribution is Normal.

Source: Processed research data (2020)

Based on the table of normality test results above, it can be concluded that the variable X1, X2, and Y data are normally distributed, thus meeting the test requirements.

Linearity test

Linearity test is used to determine whether the relationship between the independent variable and the dependent variable is linear or not. The relationship between variables is said to be linear if the increase in the score of the independent variable is followed by an increase in the score of the dependent variable. It is said to be linear if the value of sig. F in the deviation from linearity line found is greater than 0.05. Based on data analysis carried out with the help of the SPSS Statistics 20 program, it was found that the results of the linearity test which showed the relationship between the independent variable and the dependent variable (all of them) showed linear results, namely F = 41.289 with a probability level of sig. 0.000. Therefore, the probability (0.000) is much less than 0.05. For more details, the results of the linearity test can be seen in the following table:

Table 7. Linearity Test Results

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	292.638	3	97.546	41.289	.000 ^a
Residual	179.550	76	2.362		
Total	472.187	79			

a. Predictors: (Constant), Organization, Budget, Society Participation

b. Dependent Variable: Effectiveness of Pond Maintenance Program

Source: Processed research data (2020)

Multicollinearity test

This test is conducted to determine the existence of a definite linear relationship between some or all of the independent variables that explain the regression model. The presence or absence of multicollinearity can be seen in the tolerance value and VIF (Variance Inflation Factor), namely:

- If the tolerance value is > 0.10 and VIF is < 10 , then it can be interpreted that there is no multicollinearity disorder in the study.
- If the tolerance value is < 0.10 and VIF is > 10 , then it can be interpreted that there is a multicollinearity disorder in the study.

The results of these tests are as follows:

Table 8. Multicollinearity test output

Model	Coefficients ^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	3.516	0.550			6.398	0.000		
Society participation	0.231	0.064	0.342		3.481	0.002	0.448	1.544
Budget	0.359	0.051	0.567		7.017	0.000	0.766	1.305
Organization	0.213	0.065	0.310		3.302	0.001	0.566	1.766

a. Effectiveness of Pond Maintenance Program

Source: Processed research data (2020)

Based on the table above, it can be seen that it is the multicollinearity-free regression model because the value of VIF (Variant Inflation Factor) is smaller than 10, and the tolerance value of the variable is greater than 0.10. So, it can be concluded that the data in this study are free and do not contain multicollinearity.

Heteroscedasticity test

Heteroscedasticity test aims to test whether there is an inequality of variance from the residual of one observation to another observation or not in the regression. Heteroscedasticity shows the spread of the independent variables. The random distribution indicates a good regression model. In other words, there is no heteroscedasticity. To test heteroscedasticity, it can be done by observing a scatterplot graph with a pattern of dots that spread above and below the Y-axis. The following are the results of the processing using the SPSS program:

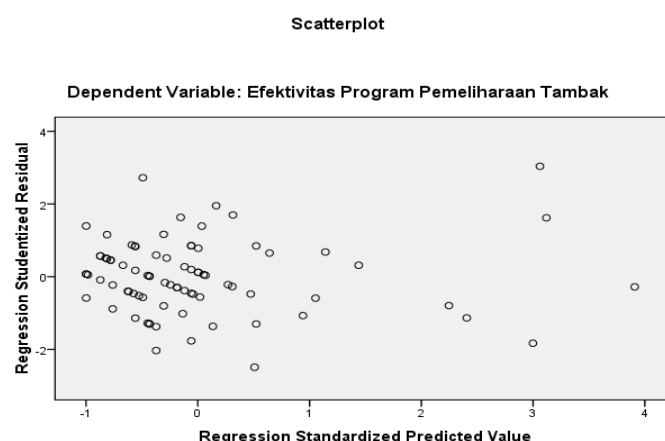


Figure 2. Homogeneity Test Scatterplot Graph

It can be seen from the figure above that the scattered points are irregular and do not form a regular pattern, and the points are above and below the zero vertical axis, which means that the regression model does not contain heteroscedasticity. The conclusion from the results of the regression analysis heteroscedasticity test above is that the regression model in this study is effectively used to determine

the effect of society participation, budget, and organization on the effectiveness of pond maintenance programs because the data are normally distributed and the independent variables do not contain multicollinearity and heteroscedasticity.

Hypothesis test

Partial hypothesis testing (t Test)

Partial hypothesis testing aims to determine whether society participation, budget, and organizing organizations partially (separately) affect the effectiveness of the pond maintenance program. This partial test uses t test with the rule that Ha is accepted if the value of sig. is < 0.05 or uses the determination of the critical value of t-count > t-table.

Table 9. T-test output

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.516	0.550		6.398	0.000
Society participation	0.231	0.064	0.342	3.481	0.002
Budget	0.359	0.051	0.567	7.017	0.000
Organization	0.213	0.065	0.310	3.302	0.001

a. Dependent Variable: Effectiveness of Pond Maintenance Program

Source: Processed research data (2020)

- a. Effect of Society Participation (X1) on the Effectiveness of Pond Maintenance Program (Y)
Based on the Coefficients^a value, it can be seen that the t-count for society participation is 3.481 with a significance value of 0.02. Because 0.02 < 0.05, it can be concluded that Ha is accepted, which means that there is a significant effect of society participation (X1) on the effectiveness of the pond maintenance program (Y). Based on the comparison of the t-count value of society participation in the coefficient table with t-table, it shows that t-count > t-table, which is 3.481 > 2.000. Thus, a decision can be made that there is an effect of society participation (X1) on the effectiveness of the pond maintenance program (Y). The hypothesis proposed is that there is a positive and significant effect of society participation (X1) on the effectiveness of the pond maintenance program (Y).
- b. Effect of Budget (X2) on the Effectiveness of Pond Maintenance Program (Y)
Based on the coefficient table above, it can be seen that the t-count for the budget variable is 7.017 with sig. = 0.000. Based on the sig. smaller than 0.05 or 0.000 < 0.05, it can be concluded that Ha is accepted, which means that there is a significant influence of the budget (X2) on the effectiveness of the pond maintenance program (Y). The comparison between t-count and t-table shows that the value of t-count > t-table, which is 7.017 > 2.000 at sig. = 0.05. So, it can be concluded that there is an influence of budget (X1) on the effectiveness of pond maintenance program (Y).
- c. Effect of Organization (X3) on the Effectiveness of Pond Maintenance Program (Y)
Based on the coefficient table, it can be seen that the t-count for the organization variable is 3.302 with sig. = 0.000. Based on the sig. less than 0.05 or 0.001 < 0.05, it can be concluded that Ha is accepted, which means that there is a significant effect of the organizing organization (X3) on the effectiveness of the pond maintenance program (Y). The comparison between t-count and t-table shows that the value of t-count > t-table, which is 7.017 > 2.000 at sig. = 0.05. So, it can be concluded that there is an effect of the organization (X3) on the effectiveness of the pond maintenance program (Y).

Simultaneous hypothesis testing (F Test)

The F test was conducted to see the significance of the simultaneous influence of society participation, budget, and organizing organization on the effectiveness of the pond maintenance program or often called the linear regression equation test.

Hypothesis:

H₀: Society participation, budget, and organization simultaneously have no effect on the effectiveness of the pond maintenance program.

H_a: Society participation, budget, and organization simultaneously affect the effectiveness of the pond maintenance program.

Decision-making:

H₀ is accepted if F count < F table and sig. > 5%.

H_a is accepted if F count > F table and sig. < 5%.

The results of the F test can be seen in the ANOVA table below:

Table 10. F Test Output

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	292.638	3	97.546	41.289	0.000 ^a
Residual	179.550	76	2.362		
Total	472.187	79			

a. Predictors: (Constant), Organization, Budget, Society Participation

b. Dependent Variable: Effectiveness of Pond Maintenance Program

Source: Processed research data (2020)

In the Anova table, $F = 41.289 > 2.72$ and $sig. = 0.000 < 5\%$, so that this means that the variables of society participation, budget, and organizing organization simultaneously and significantly influence the effectiveness of the pond maintenance program. Multiple regression equation is $Y = 3.516 + 0.231 X_1 + 0.359 X_2 + 0.213 X_3$. From this equation, it can be concluded that if the participation of the society, budget, and organizing organization is zero, then the effectiveness of the pond maintenance program will be constant at 3.516, and if there is an additional 1 point in the participation of the society, budget, and organizing organization, then there will be an increase in the effectiveness of the pond maintenance program of 4.319.

Coefficient of determination R² (R Square)

The coefficient of determination (R^2) is used to determine how far the model's ability to explain the variation of the dependent variable is. The greater the value of the coefficient of determination means the greater the ability of the independent variable in explaining the dependent variable. Conversely, the smaller the coefficient of determination means the smaller the ability of the independent variable in explaining the dependent variable or it is very limited. The value of the coefficient of determination is indicated by the adjusted R Square value instead of R Square from the regression model because R Square is biased towards the number of dependent variables included in the model, while adjusted R Square can fluctuate if an independent variable is added to the model (Ghozali, 2006).

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 ^a	.839	.803	3.453

a. Predictors: (constant), Organization, Budget, Society Participation

Source: Processed research data (2020)

Based on the SPSS Model Summary output table above, it is known that the coefficient of determination or R Square is 0.839. The value of R Square comes from squaring the value of the correlation coefficient or R, which is $0.916 \times 0.916 = 0.839$. The magnitude of the coefficient of determination is 0.839 or equal to 83.9%. This figure means that the society participation variable (X1), the budget variable (X2), and the organizing organization variable (X3) simultaneously (together) affect the effectiveness of the pond maintenance program (Y) by 83.9%. The rest ($100\% - 83.9\% = 16.1\%$) is influenced by other variables outside the regression equation, such as land area, farmer's education, and farmer's economy.

Discussion

Society participation affects the effectiveness of pond maintenance program

The participation of the fish pond society in farmer groups in Lakekun Village, Kobalima District is very low because the level of society presence of farmer groups in planning maintenance program participation is based on the results of the description.

The role of the society in the implementation of the pond maintenance program is not maximized because it is influenced by overall involvement. In this case, the implementation of pond maintenance is only carried out by a few people from farmer groups, so that the effectiveness of the pond maintenance program is in the form of pond yields with low productivity as well as pond maintenance that has not been implemented. According to [Davis \(2005\)](#), there are three important elements of participation:

- a. That participation is actually a mental and emotional involvement, not just a physical involvement.
- b. Willingness to make a contribution to efforts to achieve group goals. This means that there is a sense of pleasure and volunteerism to help the group.
- c. The element of responsibility. This element is a prominent aspect of the feeling of being a member of a farmer group.

The responsibilities and roles of farmer groups in Lakekun Village are still not maximized so that the effectiveness of the pond maintenance program is due to society participation as the main object in the effectiveness of the pond maintenance program, especially the results of the ponds/productivity itself.

Cohen and Uphoff in [Astuti & Siti \(2011\)](#) distinguished participation into four types, namely: 1) Participation in decision-making, 2) Participation in implementation, 3) Participation in benefits, and 4) Participation in evaluation with the following details:

- a. Participation in decision-making.
This participation is mainly concerned with determining alternatives with the society regarding ideas, or ideas concerning common interests. The forms of participation in decision-making include contributing ideas or thoughts, attendance at meetings, and discussions and responses or rejection of the programs offered.
- b. Participation in implementation
This participation includes mobilizing financial resources, administrative activities, coordination, and program elaboration. Participation in implementation is a continuation of the plans that have been initiated previously related to planning, implementation, and goals.
- c. Participation in benefits
Participation in benefits cannot be separated from the implementation results that have been achieved both in terms of quality and quantity. In terms of quality, it can be seen from the output, while in terms of quantity, it can be seen from the percentage of program success.
- d. Participation in evaluation
Participation in evaluation is related to the implementation of the previously planned program. Participation in evaluation aims to determine the achievement of the previously planned program.

Based on the results of the study, it can be concluded that the society participation of farmer groups in Lakekun Village has not been at all active in the involvement of an individual or group in achieving goals and there is a division of authority or shared responsibility. So, the participation of farmer groups in Lakekun Village is very influential on the effectiveness of the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency.

Budget affects the effectiveness of pond maintenance program

The results of the description of the budget on the statistical test show that the budget affects the effectiveness of the pond maintenance program, where the coefficient table shows that the value of t-count is greater than the value of t-table. Also, the budget is still very low in the pond maintenance program, so that the effectiveness of the pond maintenance program has not been maximized for its purpose.

The effectiveness of the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency has not been maximized where the budget as the foundation for implementing the program has not been as maximal as possible in the implementation of the planned program, where the desired budget has not achieved results in accordance with program objectives. The budget has two important roles in an organization, namely 1) to act as a planning tool and 2) to act as a control tool. As an action plan, the budget can be used as a tool to control the activities of an organization or organizational unit by comparing the actual results achieved with the plans that have been set. If the actual results differ significantly from the plan, then certain actions should be taken to make necessary revisions to the plan.

According to [Mulyadi \(2001\)](#), characteristics of a good budget are:

- a. The budget is prepared based on the program.
The company's management process begins with strategic planning, in which there is a process of setting the company's goals and determining strategies to achieve these goals. After the company's goals are set and the strategy to achieve these goals is chosen, the company's management process is then followed by the preparation of programs to achieve the company's goals set out in strategic planning.
- b. The budget is prepared based on the characteristics of the responsibility center established within the company.
According to the characteristics of the input and output, the responsibility center in the company is divided into 4 groups, namely cost centers, revenue centers, profit centers, and investment centers.
- c. The budget serves as a planning and control tool.
In order for the budgeting process to produce a budget that can function as a control tool, the budgeting process must be able to instill a "sense of commitment" in its constituents. The budgeting process that does not succeed in instilling a "sense of commitment" in its constituents results in the budget's being prepared as nothing more than a planning tool, where there are no deviations in the realization of the budget, and none of the managers feel responsible. The budget for the pond maintenance program has resulted in ineffectiveness of the pond maintenance program because the budget itself has not been prepared based on the program to be achieved. In addition, the budget function is given based on needs and characteristics, and the budget as a controlling factor for the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency has not been maximized in its function.

Based on the results of descriptive research and statistical tests, it shows that the budget affects the effectiveness of the farmer groups in the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency.

Organizations' influence on the effectiveness of pond maintenance program

The effectiveness of the pond maintenance program in Lakekun Village, Kobalima District, based on the results of the study, shows that the role of organizing organizations, both farmer groups, and the

relevant government agencies, has not been maximized in carrying out tasks because it is still very low. [Stoner \(1986\)](#) emphasized the importance of organizational effectiveness in achieving organizational goals and effectiveness is the key to the success of an organization. The term effectiveness itself greatly varies, where the explanation can involve various dimensions that focus on various evaluation criteria. Furthermore, the measurements are relatively diverse where different criteria are carried out simultaneously. Effectiveness is a measure of the success or failure of achieving organizational goals. If an organization succeeds in achieving its goals, then the organization has been running effectively.

The role of organizing organizations in farmer groups in Lakekun Village, Kobalima District, in the implementation of pond maintenance program is low so that the effectiveness related to productivity achieved is still low. This is because the organizing organizations themselves as the organizing organs in implementing the program have not at all implemented planning, implementation, and control in accordance with the vision and mission of the relevant organizations or services.

The existence of the organizations is an important technical element that ensures the operation of local institutions. In simple terms, local institutions can be interpreted as the rules of the game. Meanwhile, Susanto saw institutional differences in terms of components and characteristics. According to [Susanto \(2010\)](#), the difference between local institutions and organizations can be analogous to a computer that has two main components, namely hardware, and software. [Susanto \(2010\)](#) further explained that the organization was the hardware and the institution was the software. Based on nature, institutions are divided into two, namely formal and informal institutions. Meanwhile, based on the formation mechanism, the institutions (organizations) during the New Order era were regulated by laws, government regulations, and the like. Meanwhile, local institutions today refer to the rules of the game, such as customs and habits.

According to [Nadler and Tushman \(1988\)](#), organizing organization is an organizational control tool that shows the level of delegation of top management authority in decision-making to senior managers and middle-level managers, which are grouped into two extremes, namely centralization and decentralization. Based on the results of the study, the effectiveness of the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency is strongly influenced by the organizing organizations. Organizing organizations affect the effectiveness of the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency.

The effect of society participation, budget, and organization on the effectiveness of pond maintenance program

The results of research and statistical testing simultaneously/together show that society participation, budget, and organization affect the effectiveness of the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency.

The effectiveness of the pond maintenance program in Lakekun Village has not maximized the results due to the society participation which is still very low as well as the allocated budget that has not reached its function, namely as a controller of the implementation of the pond maintenance program to low productivity. A research by Gul et al. (1995) found that high participation in budgeting had a positive effect on managerial performance in a decentralized structure and had a negative effect on a centralized structure (Gul et al. in [Supomo and Indriantoro, 1998](#)).

The budgeting process as a part of the planning and control activities of an organization will face more complex problems, especially in an environment full of uncertainty. Under these conditions, the decentralized structure allows managers at lower levels to obtain more extensive information than the centralized structure. [Supomo and Indriantoro \(1998\)](#) in their research found that participation in budgeting would have a positive effect on managerial performance in the decentralized structure and a negative effect on the centralized structure.

In addition to the influence of society participation and budget on the effectiveness of the pond maintenance program in Lakekun Village, there are also organizing organizations that are very influential because the organizing organizations have not been optimal in carrying out their functions according to the program achieved in accordance with the organizations' visions and missions. According to [Mulyadi \(2001\)](#), measuring organizational effectiveness is not a very simple thing because effectiveness can be studied from various perspectives and depends on the one who assesses and interprets it. When viewed from the point of view of productivity, a production manager provides an understanding that effectiveness means the quality and quantity (output) of goods and services.

Looking at the work achieved by an organization can be a measurement of effectiveness. Effectiveness can be measured through the success or failure of an organization to achieve its goals. If an organization succeeds in achieving its goals, then the organization can be said to have been running effectively. The most important thing is that effectiveness does not state how much it will cost to achieve these goals. Effectiveness only looks at whether the program process or activity has achieved the stated goals.

According to Esman and Uphoff (1984) as described by [Wibowo \(2011\)](#), some of the efficiencies that will be obtained if you take advantage of the role of local institutions in development are as follows:

- a. Local institutions can improve development efficiency because institutions can help provide accurate and representative information about the needs, priorities, and capabilities of the society as well as feedback on government initiatives and services.
- b. Local institutions can facilitate the adaptation of programs to various physical and social environments and it thereby helps improve program efficiency.
- c. Local institutions can help improve program efficiency through the ability to develop group communication.
- d. Local institutions can help improve program efficiency through resource mobilization through mutual cooperation activities.
- e. Through local institutions, local knowledge (technical knowledge) obtained from long collective experience can be processed and utilized for efficiency and development success.
- f. The utilization and maintenance of facilities and services, in general, can also be done well through the involvement of local institutions.
- g. Through local institutions, society participation and cooperation can be developed in implementing programs that involve social, economic, and technological changes.

Thus, the existence of local institutions can make communication activities more effective because the strengths that exist in each individual are gathered to deal with pressures and problems in life experienced by each member.

Duncan, quoted by Richards M. Steers in his book "Organizational Effectiveness", said about the effectiveness measure as follows:

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

Thus, society participation, budget, and organizing organizations greatly affect the effectiveness of the pond maintenance program in Lakekun Village, Kobalima District, Malaka Regency.

The contribution of society participation, budget, and organization of management to the effectiveness of the pond maintenance program in Lakekun Village is very large. In other words, these three factors greatly affect the effectiveness of the pond maintenance program.

The magnitude of the coefficient of determination is 0.839 or equal to 83.9%. This figure means that the society participation variable (X1), the budget variable (X2), and the organizing organization variable (X3) simultaneously (together) affect the effectiveness of the pond maintenance program (Y) by 83.9%. The rest (100% - 83.9% = 16.1%) is influenced by other variables outside the regression equation, such as land area, farmer's education, and farmer's economy.

5. Conclusion

Based on the results of research conducted in Lakekun Village, Kobalima District, it can be concluded as follows:

- a. Based on the results of the t test, the influence of society participation is 3.481 with a significance value of 0.02, and because $0.02 < 0.05$, then H_a is accepted, meaning that there is a significant effect of society participation (X1) on the pond maintenance program (Y).
- b. Based on the results of the t test in the coefficient table, it can be seen that the t-count for the budget variable is 7.017 with sig. = 0.000. Based on the sig. that is smaller than 0.005 or $0.000 < 0.005$, it can be concluded that H_a is accepted, which means that there is a significant influence of the budget (X2) on the effectiveness of the pond maintenance program (Y).
- c. Based on the coefficient table, it can be seen that the t-count for the budget variable is 3.302 with sig. = 0.000. Based on the sig. that is smaller than 0.05 or $.001 < 0.05$, it can be concluded that H_a is accepted, which means that there is a significant effect of the organizing organizations (X2) on the effectiveness of the pond maintenance program (Y).

Based on the results in the Anova table, it is obtained that the value of $F = 41,289 > 2.72$ and sig. = $0.000 < 5\%$, which means that the variables of society participation, budget, and organizing organization simultaneously have a significant effect on the effectiveness of the pond maintenance program.

Limitation and study forward

Research variables are complex and research results may change in the future. There are also several other variables that are not investigated in this study so that, further researchers can conduct research with these variables.

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