香港社會科學學報

HONG KONG JOURNAL OF SOCIAL SCIENCES

最新第 64 期 (2024 年秋/冬季) **Vol. 64 Autumn/Winter 2024**

Available online at www.hkjoss.com

Research article **https://doi.org/10.55463/hkjss.issn.1021-3619.64.34**

The Influence of Organizational Commitment and Participatory Budgeting on Good Governance and its Impact on Stakeholder Satisfaction of Zakat Management Institutions in Riau

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Abstract:
This academic inquiry seeks to assess and analyze the influence of organizational commitment and participatory budgeting on the tenets of good governance, alongside its resulting implications for stakeholder satisfaction within Zakat management institutions situated in Riau. The empirical evidence used in this analysis was sourced from primary data. Primary data collection was facilitated through the deployment of structured questionnaires. This investigation targeted stakeholders affiliated with

Keywords:
organizational commitment,
participatory budgeting,
good governance,

the zakat management entities. The methodological framework employed was the explanatory survey method, while data analysis was performed using the SEM–PLS technique. The findings of the study reveal that organizational commitment and participatory budgeting significantly affect the quality of good governance. Additionally, organizational commitment, participatory budgeting, and good governance collectively influence stakeholder satisfaction. Ultimately, it is concluded that organizational commitment and participatory budgeting have an indirect effect on stakeholder satisfaction through the mediating role of good governance. This study contributes to the literature by elucidating the indirect relationship between organizational commitment and participatory budgeting on stakeholder satisfaction through the mediating function of good governance, a topic that has been insufficiently explored in prior research.

stakeholder satisfaction

Article History:

Received: January 3, 2025
Revised: January 29, 2025
Accepted: February 7, 2025
Published: February 28, 2025

组织承诺和参与式预算对良政的影响及其对廖内政部天课管理机构利益相关者满意度的影响

摘要：
这项学术研究旨在评估和分析组织承诺和参与式预算对良好治理原则的影响，以及其对位于廖内省的天课管理机构的利益相关者满意度的影响。本分析中使用的经验证据来自原始数据。通过部署结构化问卷来促进原始数据收集。这项调查针对与天课管理实体有关的利益相关者。所采用的方法框架是解释性调查方法，而数据分析则使用 SEM-PLS 技术进行。研究结果表明，组织承诺和参与式预算显著影响良好治理的质量。此外，组织承诺、参与式预算和良好治理共同影响利益相关者的满意度。最终，得出结论，组织承诺和参与式预算通过良好治理的中介作用对利益相关者满意度产生间接影响。本研究通过良好治理的中介作用，阐明了组织承诺和参与式预算对利益相关者满意度之间的间接关系，为文献做出了贡献，而这一主题在之前的研究中尚未得到充分探讨

关键词：组织承诺、参与式预算、良好治理、利益相关者满意度

1. Introduction

Zakat, as a fundamental component of Islamic social finance, primarily aims to facilitate the redistribution of wealth from affluent individuals to those in need, thereby fostering socioeconomic justice, mitigating poverty and inequality, and promoting economic and financial sustainability. It is imperative to note that the payment of zakat is a mandatory obligation for every Muslim who meets the stipulated nisab and haul requirements (Widiastuti, 2024).

Since the establishment of the Zakat Movement in 2021, the annual growth rate of zakat and infant has averaged approximately 30%. The potential for zakat is substantial, with estimates suggesting a financial capacity of up to Rp300 trillion. Zakat plays a pivotal role in enhancing the economic empowerment of the populace, particularly within the micro and small business sectors, as well as in the upliftment of marginalized groups, including women and individuals with disabilities (Widodo, 2024). Given its distinctive characteristics, the advancement and governance of zakat warrant significant attention and consideration from policymakers. However, empirical evidence indicates that the management of zakat has not achieved optimal success, as evidenced by persistent challenges that hinder the realization of its full potential for accumulation (Widiastuti, 2024).

Among the prevalent issues faced by zakat institutions in governance are as follows: first, Amin (2022) asserts that as of January 2023, the Ministry of Religious Affairs of the Republic of Indonesia identified 108 institutions engaged in zakat management activities that lacked legal authorization from the Ministry. Second, Widiastuti (2024) identifies three critical aspects that have not been effectively implemented within zakat governance, including the optimization of technology, the integration of Zakat Management Institutions with external entities, and the enhancement of human resources capabilities. To augment the productivity and efficacy of Zakat Management Institutions, it is essential to optimize technological resources, foster collaboration with external partners, and elevate human resource competencies. Strengthening human resource capabilities is a vital strategy for enhancing public trust. The focus on human resources should encompass five dimensions: reliability, tangibles, empathy, responsiveness, and adherence to sharia principles. Furthermore, the presence of proficient leadership is crucial in the governance of zakat. Leaders of Zakat Management Institutions are anticipated to possess a profound level of religiosity coupled with the capacity to transform the financial circumstances of the impoverished. Additionally, these leaders must excel in communication with external partners to broaden zakat networks and effectively steer zakat governance toward digital transformation.

Third, Qoumas (2023) delineated three critical considerations for the advancement of zakat governance: enhancing facilities to improve public access to zakat, intake, and alms; addressing the overarching design for the utilization of zakat, intake, and alms funds to fulfill national development objectives, especially in the religious domain; and ensuring transparency and accountability within zakat governance, with a commitment to professionalism that mandates responsible operation devoid of any deviations. Fourth, Mahdum (2024) emphasizes that the four essential pillars of zakat management—collection, distribution, support, and control—have not been functioning optimally in the administration of zakat, intake, and alms. Within the context of control, the establishment of monitoring mechanisms, compliance standards evaluations, risk management strategies, and auditing procedures are vital components of effective zakat management.

Fifth, Suaedy (2021) elucidated that the Ombudsman identified a potential conflict of interest stemming from the dual role of the National Amil Zakat Agency, functioning both as a regulatory body and an operational entity within the framework of zakat governance. In its capacity as an operator, the National Amil Zakat Agency shares an equivalent standing with other Zakat Management Institutions. Nevertheless, during the licensing process for the Zakat Management Institution, the Ministry of Religious Affairs mandates a recommendation from the National Amil Zakat Agency. This situation presents a potential conflict of interest, resulting in service disruptions and ambiguities that lead to an unclear operational status for several zakat management institutions. Furthermore, the Ombudsman observed that the requirement for zakat-managing institutions to submit periodic reports to both the National Amil Zakat Agency and the Ministry of Religious Affairs imposes a significant burden on these institutions, as they are compelled to provide reports to the two entities, despite the fact that the National Amil Zakat Agency operates as a subordinate institution to the Ministry of Religion. Juridically, the responsibilities for training and oversight are entrusted to the Ministry of Religion, which is the authoritative body that grants licensing to zakat management institutions. Additionally, the Ombudsman remarks that the Ministry of Religious Affairs has not optimally executed its functions of fostering and supervising the National Amil Zakat Agency, both at the central and regional levels, as well as other zakat management institutions. Sixth, Ramdhani (2024) contends that there exists an absence of a system of penalties and rewards within the zakat governance policy framework in Indonesia. Effective zakat governance is contingent not solely upon the presence of regulations but also upon the steadfastness in the enforcement of sanctions and rewards.

In light of this phenomenon, this research endeavor seeks to evaluate the factors influencing effective governance within zakat management institutions and the subsequent implications for stakeholder satisfaction.to be introduced, it should be defined or clarified. (3) The expected results and their status, role, and significance should then be outlined in a natural, general, concise, and precise manner. In the introduction, diagrams, tables, and formulas are generally not allowed.

2. Literature Review

2.1. Organizational Commitment

Yousef (2016) expounded that organizational commitment is conceptualized as the sentiments of obligation that compel an employee to remain affiliated with the organization; these sentiments are the product of normative pressures that are internalized by the individual prior to or subsequent to their entry into the organization. Organizational commitment can manifest in three distinct forms. Affective commitment denotes a sense of identification with, involvement in, and emotional attachment to the organization, such that employees exhibiting strong affective commitment choose to remain with the organization out of genuine desire. Continuance commitment pertains to an obligation arising from the employee's recognition of the costs associated with departing from the organization. Consequently, individuals with substantial continuance commitment remain with the organization because of a perceived lack of viable alternatives or because of the significant personal sacrifices involved in leaving. Normative commitment is characterized by a commitment that is rooted in a sense of obligation toward the organization.

Several strategies must be implemented to enhance organizational commitment, including (Bhat, 2024):

a. Establishing a robust culture of teamwork; the cultivation of a strong teamwork culture facilitates a healthy work environment. No two employees within an organization can possess identical attributes. Given that individuals hail from diverse backgrounds, discrepancies in perspectives and perceptions are inevitable, particularly in a collaborative setting. However, when an organization champions a culture of team building, employees are inspired to collaborate and accomplish greater objectives. This will serve to elevate their levels of commitment and foster a sustainable culture of workplace harmony.

b. Articulate definitive objectives and expectations for the workforce; A substantial number of employees aspire to engage in a compelling future; they seek clarity regarding the paramount aspects of their roles and pathways to attain excellence within their professional responsibilities. For objectives to possess significance and yield effectiveness, it is imperative that the goals and expectations set forth by management are communicated with precision to the employees. When employees experience a sense of ownership, they exhibit increased retention within an organization.

c. Promote transparency and foster open channels of communication; It is essential to allow employees to actively participate in the ongoing developments within the organization and to identify avenues through which they can contribute to its advancement. When an organization demonstrates transparency toward its employees by sharing pertinent data and metrics, the likelihood that employees feel valued, coupled with an enhanced sense of belonging, is significantly increased. Consequently, this leads to the enhancement of employee performance through transparency.

d. Uphold ethical standards in the workplace; Employees desire to derive satisfaction from the organization with which they are affiliated. The establishment of elevated standards of work ethics cultivates a sense of motivation and respect among employees toward the organization. When employees recognize that an organization operates with integrity, they are inclined to maintain their affiliation with it. Robust work ethics provide assurances to employees that they possess equitable opportunities within the organization to excel and advance their professional trajectories.

e. Cultivate a constructive organizational culture; A positive work culture is characterized by an environment in which employees derive pleasure from their affiliation with the organization, feel inspired, and are encouraged to articulate new ideas while facilitating communication with management without fearing misinterpretation. It is beneficial to motivate employees to identify a personal alignment with the organizational culture.

f. Nurture trust; The emergence of trust among employees, as well as between employees and leadership, signifies a favorable indicator of organizational progress. Employees vigilantly observe the leadership for inspiration and exemplification, acquiring decision-making competencies, and understanding how these skills facilitate strategic transformations within the organization while assessing whether the conduct of leadership aligns with their verbal commitments.

g. Promote innovation; Fostering innovation serves as an effective means of motivating employees. When an employee proposes an alternative and improved approach to tasks, it is essential to refrain from discouraging such initiatives; rather, encourage them to generate additional innovative ideas.

h. Deliver constructive feedback rather than mere criticism; Employees should receive constructive feedback as necessary. Recognition of their positive contributions can enhance their morale. It is crucial to inform employees when they are mistaken, but more importantly, to elucidate the reasons for the error and, above all, to guide them on how to improve. There exists a distinction between criticism and constructive feedback; the former merely identifies shortcomings, while the latter explains what is amiss, why it is incorrect, and how to rectify the situation.

i. Effectively delegate responsibilities; An organization that operates with efficiency comprehends the principles of task delegation. It is vital to acknowledge that not all responsibilities can be executed by a solitary individual; designated resources within an organization are allocated to perform specific tasks. When responsibilities are allocated efficiently, no individual bears an undue burden.

j. Offer incentives; When an employee demonstrates exemplary performance, it is imperative for organizations to acknowledge their contributions. In such instances, it is prudent to provide incentives to the employee as a means of recognizing their commendable work and unwavering dedication. If the organization seeks to cultivate substantial work commitments among employees, it is crucial for the management to offer appropriate rewards, given that diverse motivational factors influence different individuals.

Organizational commitment is shaped by various determinants, including (Team, 2024):

a. Workplace satisfaction; Environments that are conducive to satisfaction are characterized by safety and enjoyment, where individuals possess confidence in the management's consideration of their needs. Such environments can enhance commitment when team members recognize the importance of sustaining their satisfaction levels. To achieve this, they may adopt and uphold established standards while encouraging their peers to engage in similar practices.

b. Fair compensation; Equitable compensation can facilitate the establishment of a rapport founded on mutual respect and appreciation between team members and management. Moreover, it serves to motivate individuals to remain with the organization for extended periods. In addition to offering competitive remuneration, the following compensation strategies may bolster organizational commitment: subsidizing professional training for individuals, providing bonuses, and granting paid time off.

c. Effective leadership style; The leadership approach adopted by management exerts a significant influence on team commitment. Several leadership strategies can promote organizational commitment: delegating greater responsibilities to individuals, aligning tasks with individuals' skills, soliciting input from team members, exhibiting trust in the team's capacity to produce results, and rewarding exceptional performance can further deepen the connection between the team and the organization.

d. Job stability; Organizations that provide enhanced job stability frequently experience higher levels of team commitment. When individuals perceive their positions as secure, they are less likely to contemplate alternative employment opportunities and instead concentrate on their current roles. Job stability further implies that team members have the potential for growth within the organization and the opportunity to advance their careers, thereby rendering commitment an attractive option.

e. Effective communication; The exchange of information between management and employees is crucial for organizations aiming to achieve elevated levels of dedication among team members. Clear, consistent, and reciprocal communication fosters a positive workplace atmosphere where individuals feel acknowledged. As a manager, fostering an environment that permits individuals to contribute to organizational policy can engender a sense of belonging and enhance organizational commitment. Several targeted communication strategies include: allocating time for individual meetings, creating a secure space for employees to express concerns regarding various issues, and providing constructive feedback to improve communication.

2.2. Participatory Budgeting

The budget constitutes a fundamental element within management control, encompassing both planning and controlling functions to ensure the effective and efficient execution of activities. Clearly, the budget serves as an activity plan for the realization of a sequence of prospective actions (Riyadh et al., 2023). Participatory budgeting involves the engagement of managers or subordinates in the budgeting process (Syahputra, 2014).

Othman and Haryanti (2012) articulated that a participative budgeting framework necessitates the involvement of both managerial and subordinate personnel. A bottom-up methodology is deemed participative as it encompasses the contributions of lower-tier employees. While top management may initiate the budgeting procedure and delineate overarching guidelines, it is predominantly the lower-level employees who develop the budget for their respective units. Typically, the workforce consists of representatives from each division or segment who possess the capacity to offer significant insights regarding the activities or operations of their segments. The ultimate allocation of resources is contingent on their contributions, underscoring the critical importance of their engagement throughout the budget formulation process. Engaging in the budgetary process yields advantages such as enhanced employee motivation and commitment toward the budget, the cultivation of creativity across all employee strata, an augmented sense of responsibility, elevated job satisfaction, and improved performance. The implementation of participative budgeting aids in ensuring that projections are not only more accurate but also more reliable, which in turn fosters greater acceptance among members of the organization.

2.3. Good Governance

The ISSA (2024) delineates good governance as the manner in which the designated authority exercises its powers to fulfill the institution’s objectives, encompassing its capabilities to formulate, execute, and innovate the organization’s policies, regulations, systems, and procedures, as well as to engage and incorporate its stakeholders. The ISSA (2024) posited that there exist five foundational principles that epitomize good governance:

a. Accountability; this principle refers to the capacity to legally hold accountable the officials who oversee the institution. It necessitates the establishment of norms and standards to assess the accomplishment of the institution's mission, alongside a well-functioning grievance redressal mechanism that safeguards stakeholder interests and mitigates mismanagement and deviations from the institution's mandate. In their role as trustees, social security administrators are charged with the responsibility, and thus accountability, of managing the program in a prudent, efficient, and equitable manner.

b. Transparency; this principle denotes the availability and accessibility of accurate, essential, and timely information to ensure that stakeholders remain well-informed about the actual status of the social security program and its management. Transparency within the decision-making framework fosters honesty, integrity, and competence while simultaneously deterring malfeasance. The clarity and simplicity of rules, systems, and processes serve to curtail the domains that necessitate discretion and arbitrariness in program administration.

c. Predictability; this principle pertains to the consistent application of laws and their accompanying policies, rules, and regulations. In the context of social security programs, the rights and obligations of members and beneficiaries must be clearly delineated, safeguarded, and consistently enforced. Unexpected changes and abrupt alterations in contribution rates, benefit entitlements, or other program features may significantly compromise the program’s credibility.

d. Participation; this principle refers to the proactive education, engagement, and effective involvement of stakeholders to ensure the safeguarding of their interests. The meaningful participation of stakeholders is contingent on their access to information regarding the institution and their capacity to comprehend and act upon such information.

e. Dynamism; It is fundamentally characterized as the intrinsic component of constructive transformation within governance frameworks. In contrast to the other four governance principles that are generally aligned with preserving existing conditions, dynamism specifically pertains to the processes of alteration and enhancement of the status quo itself, achieved through more efficient and equitable practices, while simultaneously addressing the changing demands of program participants and beneficiaries, thus generating novel value.

In this context, Donohue (2024) articulated that effective governance is underpinned by the following nine principal attributes or characteristics:

a. Participation; The inherently "participatory" essence of good governance necessitates that boards and organizations embrace greater equity and diversity. Furthermore, it is imperative that these diverse board members and employees refrain from adopting passive roles; they must actively contribute to the corporate decision-making processes. The board may serve a pivotal function in promoting diversity, yet the presence of diversity within the board itself catalyzes superior cognitive outcomes. However, caution must be exercised to avoid tokenism; the criticality of transparency in effective governance cannot be overstated. Robustly composed boards should both incorporate and appreciate the insights of individuals possessing varied skills, talents, experiences, and perspectives. Boards ought to anticipate full participation from all members during board meetings, and a dedication to exemplary corporate governance practices necessitates that board chairs facilitate discussions in a manner that elicits the viewpoints of all board directors.

b. Consensus-oriented; The boardroom constitutes an appropriate venue for engaging in vigorous discussions and debates. Indeed, such interactions are anticipated. Frequently, the most intense debate culminates in optimal decision-making, as representatives from diverse backgrounds converge with differing perspectives. Effective corporate governance entails attaining agreement from these deliberations. Consensus-oriented decision-making must account for the varied needs and perspectives of this diverse group to forge a comprehensive consensus that aligns with the best interests of both communities and organizations.

c. Accountability; Accountability represents a vital attribute of effective governance, analogous to its significance in various domains of business and societal interactions. Boards of directors are accountable to the groups and individuals impacted by their decisions, encompassing shareholders, stakeholders, vendors, employees, and the broader public. Transparency and the adherence to the rule of law are inextricably linked to accountability; transparency constitutes one of the foundational values of sound governance, serving both as a driving force and a manifestation of accountability.

d. Transparency; Effective corporate governance mandates that records and processes remain transparent and accessible to shareholders and stakeholders. Financial documentation should not be inflated or overstated. Reporting to shareholders and stakeholders should be presented in formats that facilitate comprehension and interpretation of the findings. Transparency entails that stakeholders are informed of key corporate contacts and are made aware of whom to approach for inquiries and clarifications concerning reports, if necessary. Corporations should furnish sufficient information in their reports to provide readers with a holistic understanding of the pertinent issues.

e. Responsiveness; All too frequently, crises and controversies may overshadow the corporate world's primary focus. A prompt response to unforeseen circumstances is essential, with corporations that exemplify good governance typically prioritizing rapid and forthright communication with shareholders and stakeholders.

f. Effectiveness and efficiency; In their capacity as planners and overseers, board directors bear the obligation to execute their responsibilities with both efficacy and efficiency. Numerous corporations also consider the ecological ramifications as they undertake their duties and obligations. For instance, leveraging the pursuit of sound governance as a catalyst for digital transformation, an organization may shift from conventional paper-based processes to more sustainable software alternatives, as exemplified by the comprehensive suite of tools designed for board leadership and collaboration.

g. Equity and inclusiveness; Each board director occupies an equivalent position at the board table. Every director possesses the capability and should feel compelled to articulate their experiences, perspectives, and philosophies to enrich and expand the discourse. No individual should experience exclusion or perceive that their viewpoints hold lesser significance than those of others. This same principle ought to permeate the entirety of the organization, fostering a culture of diversity and inclusion that undergirds all operational activities. Diversity, equity, and inclusion (DEI) represent the fundamental components of exemplary governance.

h. Rule of law; The principle of the rule of law stipulates that boards must engage in fair and impartial practices in their collaborative endeavors and decision-making processes. Certain situations may necessitate boards to consult external counsel, guidance, or expertise from independent third-party specialists. Effective corporate governance mandates that boards conduct themselves ethically, transparently, and with the highest degree of integrity, whether executing decisions autonomously or in conjunction with external parties.

i. Strategic vision; A primary obligation of the board of directors encompasses strategic planning, which integrates the organization's mission, vision, and values statements. Strategic planning facilitates boards in comprehending the organization's trajectory and the methodologies to achieve it. Sound corporate governance necessitates a comprehensive planning framework that encompasses action plans, budgets, operational strategies, analyses, reporting, and much more. The strategic plan serves to hold board members accountable for their decisions and the oversight of their objectives. Additionally, strategic planning entails risk management and safeguarding the organization's reputation, thus providing an opportunity for organizations to implement the numerous principles of good governance that they advocate.

2.4. Stakeholder Satisfaction

Vaia (2024) articulated that stakeholder satisfaction pertains to the extent to which an organization or project fulfills the expectations, needs, and interests of its stakeholders, and it is imperative for the prosperity and sustainability of any business entity. Prioritizing stakeholder satisfaction can foster improved relationships, bolster loyalty, and augment support, ultimately impacting the organization's reputation and long-term sustainability. Concentrating on effective communication, transparency, and proactive engagement can markedly enhance stakeholder satisfaction, ensuring alignment with organizational objectives. Concurrently, Spacey (2018) characterizes stakeholder satisfaction as an evaluation of stakeholder perceptions concerning a program, project, or initiative by soliciting stakeholders to assess their satisfaction on a numerical continuum.

There exist eleven strategies aimed at securing stakeholder satisfaction, as delineated by (Team, 2024):

a. Identify our primary stakeholders; Initiate the process by determining which stakeholder perspectives warrant prioritization. Although all stakeholders hold significance for the organizational well-being, it may be prudent to concentrate on one dimension of stakeholder satisfaction at any given time, contingent upon our strategic business objectives. For instance, should we conduct an organizational assessment and uncover a deficiency in attendance at investor meetings, it may be advisable to initially direct our attention toward financial stakeholders and shareholders. Additionally, we may allocate specific teams to concentrate on each stakeholder category to ensure that all individuals receive dedicated attention and focus.

b. Determine contact methods; Subsequently, it is essential to investigate the most effective means of contacting our stakeholders to ascertain their levels of satisfaction. For employees and investors, direct communication through phone calls or emails may suffice to gather their insights. Moreover, we might contemplate in-person meetings, focus groups, and interviews as methods to compile comprehensive data. In engaging with customers and community constituents, it may be necessary to examine email lists and social media platforms to collect pertinent information regarding optimal outreach strategies for our target audience.

c. Discover what they enjoy; start by soliciting feedback from our stakeholders regarding their existing positive experiences with the organization. Gaining insight into the elements of the company that contribute to their current satisfaction can elucidate what they appreciate about the enterprise. When enacting modifications and revising business strategies, this feedback can inform us about which aspects to retain to avert a decline in satisfaction levels.

d. Ask for areas of improvement; Actively seek recommendations concerning potential enhancements that could elevate stakeholder satisfaction. We may pose targeted inquiries regarding how customers and employees envision alterations to particular systems or product features. Gathering insights about how various components of the organization and its offering influence stakeholder sentiments will facilitate a nuanced understanding of their satisfaction levels. Furthermore, we can invite general suggestions for improvement initiatives.

e. Use rating systems; An additional strategy for acquiring insights on enhancing satisfaction involves the deployment of surveys incorporating rating systems. Requesting stakeholders to evaluate different facets of the organization can aid in discerning the subtleties between satisfied and dissatisfied customers. We may also use rating systems to identify trends among satisfied clients versus those exhibiting higher levels of satisfaction, subsequently implementing minor adjustments to assist individuals within the average satisfaction ranges to augment their overall enjoyment.

f. Share information widely; Upon accumulating data from stakeholders regarding their experiences, disseminate this information throughout the organization. It is imperative for both organizational leaders and team members to possess a lucid understanding of stakeholder sentiments toward products, customer service, and other operational dimensions. This dissemination provides all personnel with insight into how their individual behaviors impact the overall performance of the organization. Managers and supervisors can leverage this feedback to develop training materials and cultivate a culture of continuous learning within their teams.

g. Select concepts for execution; Evaluate proposals from stakeholders and identify a limited number of concepts for integration into the organization's products or operational processes. The actual utilization of the feedback we acquire is pivotal for augmenting satisfaction as it demonstrates to stakeholders our genuine commitment to their perspectives and our desire to enhance their experiences. Assess which concepts exhibit the greatest feasibility and analyze our resources to develop a strategy for their incorporation into the enterprise. Consider reaching out to the stakeholders who contributed the feedback and apprise them that we have adopted their suggestions to improve the organization.

h. Establish stakeholder focus groups; In the process of implementing changes within an organization, it is imperative to create focus groups composed of stakeholders to supervise the modifications. These focus groups can provide authentic feedback as the changes are being made, offering us insights regarding the efficacy of our initiatives. Maintain communication with the focus groups throughout each phase of the implementation process, attentively considering their feedback and adjusting accordingly. Focus groups are particularly effective as they illuminate the diverse perspectives of various stakeholders and can assist us in strategizing on how to meet the varied needs and viewpoints of our constituents.

i. Publicize our modifications; Following the revision of organizational policies or the introduction of a new product aimed at enhancing stakeholder satisfaction, it is crucial to promote these modifications. In our marketing efforts, we underscore that we have heeded feedback from employees or consumers in our strategic decision-making. Collaborate with marketing and advertising experts to craft transparent messaging that elucidates our methodology for gathering and implementing stakeholder feedback. Educating stakeholders and informing them about their significance within the organization can foster their sense of importance and elevate their satisfaction levels.

j. Sustain our relationships; It is essential to recognize that stakeholder satisfaction may evolve; thus, it is important to nurture our relationships. Engage with our stakeholders on a regular basis, follow-up with communications, and organize events that allow them to express their thoughts and opinions. Whenever the organization undertakes substantial changes, proactively collaborate with stakeholders to prepare for the transition. As the organization expands and the market evolves, maintain communication with stakeholders regarding how their expectations and requirements are also transforming.

k. Correlate our feedback with other metrics; Regularly collecting survey data regarding stakeholder satisfaction serves as an effective means of understanding how customers perceive their own needs; however, we can also juxtapose this data with other metrics to identify trends. Customer satisfaction may fluctuate in response to other organizational events; therefore, it is crucial to monitor trends in sales figures, financial forecasts, inventory delays, product launches, and additional data. We may observe that stakeholder satisfaction rates derived from surveys rise or fall in conjunction with other organizational metrics. Once this information is established, we can recalibrate our strategies.

2.5. Prior Research

Several prior studies related to good governance have been conducted by researchers as follows: Marsuni et al. (2022) concluded that the implementation of good governance is influenced by the competence and professionalism of local government apparatus as well as internal government oversight, and that the application of good governance impacts the accountability of local government performance. Aggarwal (2023) posits that the constituents of effective governance encompass several fundamental components, including transparency, stakeholder engagement, accountability, autonomy, and coherence in policy, particularly in relation to established objectives. Edinov et al. (2022) asserted that the efficacy of good governance is significantly shaped by the mechanisms of internal control systems and the management of fixed assets. Peyghan et al. (2022) identified that the dimensions of good governance are affected by factors such as voice and accountability, the quality of regulatory frameworks, mechanisms for corruption control, adherence to the rule of law, and the principle of transparency. Menier (2018) determined that indicators such as GDP per capita, the Human Development Index (HDI), governmental expenditure, accountability, mechanisms for corruption control, political stability, and adherence to the rule of law play a crucial role in influencing good governance. Ambarwati et al. (2019) concluded that while the rule of law and responsiveness are determinants of good governance, factors such as transparency and commitment do not exert a similar influence.

Januri et al. (2018) established that the quality of governance within academic institutions is significantly impacted by factors including transparency, accountability, managerial competence and commitment, the effectiveness of internal audits, the quality of accounting practices, decision-making authority, leadership styles, institutional regulations, societal interest, accessibility to information technology, and availability of information. Sutthanarak and Yimwilai (2021) contend that the principles of decentralization and the enjoyment of energy within operational units are influential determinants of good governance. Lubis (2023) concluded that the implementation of accounting information systems in conjunction with robust internal control exerts a substantial effect on good governance. Sinaga et al. (2022) found that the roles of the audit committee and the board of directors significantly affect good governance, whereas institutional ownership does not demonstrate a significant impact. Hartono et al. (2023) determined that both organizational culture and structure play a pivotal role in influencing the quality of good governance.

2.6. Hypotheses Development

In alignment with the proposed framework, the hypotheses may be articulated as follows:

2.6.1. The Effect of Organizational Commitment on Good Governance

Organizational commitment affects good governance (Basri et.al, 2021); (Affan et.al, 2018); (Hanum et.al, 2021); (Agus et.al, 2023); (Nor et.al, 2022); (Syahnur and Elmi, 2023).

H1 : organizational commitment has a direct impact on good governance

2.6.2. The Effect of Participatory Budgeting on Good Governance

The engagement in budgeting processes significantly influences the principles of good governance (Sudirman et al.; 2022); (Sinervo et al.; 2024); (Moridu et al., 2023);

H2 : Participatory budgeting has a direct impact on good governance

2.6.3. The Effect of Good Governance on Stakeholder Satisfaction

The principles of good governance exert a considerable impact on stakeholder satisfaction (Nugraheni and Fauziah, 2019); (Nazam and Rojuaniah, 2024); (Chien and Thanh, 2022).

H3 : good governance has a direct impact on stakeholder satisfaction

2.6.4. The Effect of Organizational Commitment on Stakeholder Satisfaction

Organizational commitment has a significant effect on stakeholder satisfaction (Dirwan et al., 2024); (Sari et al., 2024). Conversely, organizational commitment may not significantly influence stakeholder satisfaction (Hardiyanti et al., 2022); (Sunaris et al., 2022).

H4 : organizational commitment has a direct impact on stakeholder satisfaction

2.6.5. The Effect of Participatory Budgeting on Stakeholder Satisfaction

Participatory budgeting has a notable impact on stakeholder satisfaction (Musoke and Nyonyintono, 2017); (Zonatto et al., 2020); (Sim and Utami, 2018); (Fakhruddin and Sholihin, 2021).

H5 : Participatory budgeting has a direct impact on stakeholder satisfaction

2.6.6. The Effect of Organizational Commitment on Stakeholder Satisfaction through Good Governance

Organizational commitment plays a crucial role in influencing stakeholder satisfaction through the lens of good governance (Basri et al., 2021); (Affan et al., 2018); (Hanum et al., 2021); (Agus et al., 2023); (Nor et al., 2022); (Syahnur and Elmi, 2023); (Nugraheni and Fauziah, 2019); (Nazam and Rojuaniah, 2024); (Chien and Thanh, 2022).

H6 : organizational commitment influences stakeholder satisfaction through good governance

2.6.7. The Effect of Participatory Budgeting on Stakeholder Satisfaction Through Good Governance

Participatory budgeting significantly influences stakeholder satisfaction through the framework of good governance (Sudirman et al.; 2022); (Sinervo et al.; 2024); (Moridu et al., 2023); (Nugraheni and Fauziah, 2019); (Nazam and Rojuaniah, 2024); (Chien and Thanh, 2022).

H7 : participatory budgeting influences on stakeholder satisfaction through good governance

3. Methods and Materials

The research employed exploratory survey methodologies, using data collection techniques through systematically designed questionnaires disseminated to stakeholders affiliated with zakat management institutions in Riau. The demographic framework of the investigation encompasses all individuals classified as stakeholders, such as zakat administrators, contributors, and beneficiaries. For the objectives of this study, a sample size of 150 participants was determined using the Roscoe formula, with the purposive sampling technique applied to ensure the relevance and pertinence of the respondents to the research aims. The primary emphasis of the study was to investigate the qualitative characteristics of the respondents while also guaranteeing adherence to the minimum eligibility criteria in the statistical analysis of the data. Participants were granted a single opportunity to complete the questionnaire, retaining the full autonomy to either engage in or decline participation in the survey. The research subjects were selected based on their degree of involvement in the management and allocation of zakat funds, with the objective of acquiring a more profound understanding of the transparency and accountability associated with zakat institution governance. The collected data underwent analysis via the Structural Equation Modeling-Partial Least Squares (SEM-PLS) technique to evaluate the interrelations among the variables under investigation. The outcomes of this study are anticipated to contribute significantly to the development of policies designed to enhance the transparency and accountability of zakat management institutions. Furthermore, the insights garnered from this study may also serve to bolster participatory budgeting strategies, thereby augmenting stakeholder satisfaction and optimizing the management of zakat funds in the foreseeable future. The conceptual framework is illustrated in Figure 1.

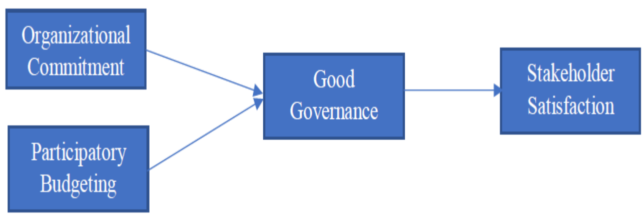

Figure 1. The Framework of Thinking. Source: developed by the authors

4. Results and Discussion

4.1. Validity Test

The primary objective of the validation process is to assess the extent to which the precision of the measurement instrument accurately represents the construct of the symptom or event being examined. In the context of this study, a validity assessment was conducted to evaluate the credibility of the used questionnaires. A questionnaire is categorized as valid or invalid contingent upon its ability to reveal the information intended for measurement. The validity evaluation using the SmartPLS software can be determined through the loading factor values associated with each construct indicator. The established criterion (rule of thumb) stipulates that the loading factor value should surpass 0.7. The results of the validity assessment can be ascertained by analyzing the loading factor values linked to each construct indicator, in conjunction with the appropriateness of the Measurement Model (Outer Model), as delineated in Table 1.

Table 1. Loading factor (compiled by the authors)

Loading factor	OC	PP	GG	SS
OC1	0.794			
OC2	0.912			
PB1		0.857		
PB2		0.837		
PB3		0.789		
GG1			0.725	
GG2			0.800	
GG3			0.772	
GG4			0.763	
GG5			0.777	
SS1				0.782
SS2				0.863
SS3				0.904

4.2. Reliability Test

Reliability testing constitutes an evaluative method for assessing the quality of research instruments, aimed at examining the consistency of all inquiries within the research framework. A construct or variable is considered reliable when it yields a composite reliability coefficient exceeding 0.7. The results obtained from the reliability testing of the research instrument are presented in Table 2.

Table 2. Reliability test (compiled by the authors)

Variables	Composite reliability	Information
Good Governance	0.878	Reliable
Organizational Commitment	0.844	Reliable
Participatory Budgeting	0.867	Reliable
Stakeholder Satisfaction	0.887	Reliable

4.3. Hypothesis Testing

The evaluation of the acceptability or rejection of a hypothesis necessitates a comprehension of the values related to the inter-construct significance, p-values, and the statistical t. The criteria employed in this investigation were t-statistics exceeding 1.96, accompanied by a significance threshold of p-values at 0.05 (5%) and a coefficient reflecting positive values. This can be observed in Table 3.

Table 3. Hypothesis test results (processed by the authors in 2024)

Hypothesis testing	Original sample (O)	T Statistics (|O/STDEV|)	P values	Information
OC->GG	0.319	3.189	0.002	Significant
PB->GG	0.297	3.114	0.002	Significant
GG->SS	0.461	6.389	0.000	Significant
OC->SS	0.147	2.666	0.008	Significant
PB->SS	0.137	2.980	0.003	Significant
OC->GG->SS	0.147	2.666	0.008	Significant
PB->GG->SS	0.137	2.980	0.003	Significant

4.3.1. Organizational Commitment Influences Good Governance

The initial hypothesis examination substantiates the existence of a direct correlation between organizational commitment and good governance. The empirical findings reveal that the t-statistic value of 3.189 exceeds the critical threshold of 1.96, and the significance level (P Values) recorded at 0.002 is significantly lower than the 0.05 benchmark, thereby affirming the acceptance of the first hypothesis. The findings of this study corroborate previous investigations conducted by (Basri et al., 2021); (Affan et al., 2018); (Hanum et al., 2021); (Agus et al., 2023); (Nor et al., 2022); and (Syahnur and Elmi, 2023), which posited that organizational commitment exerts an influence on good governance.

4.3.2. Participatory Budgeting Influences Good Governance

The subsequent hypothesis examination indicates a direct influence of participatory budgeting on good governance. The results of the analysis illustrate that the t-statistic value of 3.114 surpasses the threshold of 1.96, and the significance level (P Values) of 0.002 is below the critical 0.05 level, thus validating the acceptance of the second hypothesis. The outcomes of this research align with earlier studies conducted by (Sudirman et al., 2022); (Sinervo et al., 2024); and (Moridu et al., 2023), which asserted that participatory budgeting affects good governance.

4.3.3. Good Governance Influences Stakeholder Satisfaction

The third hypothesis assessment demonstrates the direct influence of good governance on stakeholder satisfaction. The analysis reveals a t-statistic value of 6.389, which is greater than 1.96, and the significance level (P Values) of 0.000 is well below 0.05, leading to the acceptance of the third hypothesis. The findings of this research support prior studies undertaken by (Nugraheni and Fauziah, 2019); (Nazam and Rojuaniah, 2024); and (Chien and Thanh, 2022), which indicated that good governance has a significant impact on stakeholder satisfaction.

4.3.4. Organizational Commitment Influences Stakeholder Satisfaction

The fourth hypothesis investigation reveals a direct influence of organizational commitment on stakeholder satisfaction. The analysis indicates that the t-statistic value of 2.666 exceeds the critical threshold of 1.96, and the significance level (P Values) of 0.008 is below the 0.05 cutoff, thereby confirming the acceptance of the fourth hypothesis. The results of this study are consistent with earlier research conducted by (Dirwan et al., 2024) and (Sari et al., 2024), which posited an influence of organizational commitment on stakeholder satisfaction. Conversely, this research does not corroborate the findings of prior studies by (Hardiyanti et al., 2022) and (Sunaris et al., 2022), which argued that organizational commitment does not significantly affect stakeholder satisfaction.

4.3.5. Participatory Budgeting Influences Stakeholder Satisfaction

The fifth hypothesis evaluation demonstrates the direct influence of participatory budgeting on stakeholder satisfaction. The examination of the results reveals that the t-statistic value of 2.980 exceeds 1.96, and the significance level (P Values) of 0.003 is below the 0.05 threshold, thus endorsing the acceptance of the fifth hypothesis. The results of this investigation are in agreement with earlier studies conducted by (Musoke and Nyonyintono, 2017); (Zonatto et al., 2020); (Sim and Utami, 2018); and (Fakhruddin and Sholihin, 2021), which asserted that participatory budgeting influences stakeholder satisfaction.

4.3.6. Good Governance Mediates the Influence of Organizational Commitment on Stakeholder Satisfaction

The sixth hypothesis test substantiates the existence of an indirect influence of organizational commitment on stakeholder satisfaction via the mechanism of good governance. The empirical results indicate that the t-statistic value of 2.666 exceeds the critical value of 1.96, and the significance level (P Values) of 0.008 is lower than the threshold of 0.05, thereby validating the acceptance of the sixth hypothesis. The findings of this study corroborate the antecedent research conducted by (Basri et al., 2021); (Affan et al., 2018); (Hanum et al., 2021); (Agus et al., 2023); (Nor et al., 2022); (Syahnur and Elmi, 2023); (Nugraheni and Fauziah, 2019); (Nazam and Rojuaniah, 2024); (Chien and Thanh, 2022), which assert that there exists an indirect influence of organizational commitment on stakeholder satisfaction through the lens of good governance.

4.3.7. Good Governance Mediates the Influence of Participatory Budgeting on Stakeholder Satisfaction

The seventh hypothesis test corroborates the assertion that there is an indirect influence of participatory budgeting on stakeholder satisfaction mediated by good governance. The empirical findings reveal that the t-statistic value of 2.980 surpasses the critical threshold of 1.96, and the significance level (P Values) of 0.003 is below the 0.05 threshold, thus confirming the acceptance of the seventh hypothesis. The outcomes of this research align with preceding studies conducted by (Sudirman et al., 2022); (Sinervo et al., 2024); (Moridu et al., 2023); (Nugraheni and Fauziah, 2019); (Nazam and Rojuaniah, 2024); (Chien and Thanh, 2022), which indicate that there exists an indirect influence of participatory budgeting on stakeholder satisfaction through the framework of good governance.

5. Conclusion

The investigation revealed that organizational commitment and participatory budgeting exert a favorable impact on the principles of good governance and the satisfaction of stakeholders. Additionally, good governance functions as a mediating variable in the association between the aforementioned two constructs and stakeholder satisfaction. These findings corroborate previous scholarly work that underscores the significance of good governance in enhancing organizational efficacy and stakeholder contentment. The ramifications of this inquiry emphasize the necessity for augmented managerial competencies and accountability frameworks within zakat institutions to fortify governance and elevate stakeholder satisfaction.

6. Limitations and Further Study

Further empirical investigations may broaden the parameters of the sample by augmenting the number of participants and employing more representative sampling techniques, such as random sampling methodologies. This approach will enhance the external validity of the findings, allowing for a more comprehensive generalization of the research outcomes to a larger population. In addition to the use of questionnaires, future research endeavors may incorporate in-depth interviews or other qualitative methodologies to attain a more profound comprehension of the determinants influencing zakat governance and stakeholder satisfaction. To augment the external validity of the research, subsequent studies could be conducted by juxtaposing various regions or institutions that administer zakat on a national scale. This comparative analysis will yield more extensive insights into the disparities in governance practices across diverse social and economic contexts. It is advisable that future inquiries investigate additional factors that may impact the efficacy of governance within zakat institutions, including the ramifications of technological advancements on transparency and accountability.

Author Contributions

Conceptualization, W.S., and B.B.; methodology, W.S.; software, R.M., and M.; validation, Z.H., and M.M.; formal analysis, Z.H., and M.M.; investigation, R.M., and M.; resources, W.S.; data curation, W.S.; writing—original draft preparation, all authors contributed equally; writing—review and editing, W.S.; visualization, R.M., and M.; supervision, W.S.; project administration, W.S. All authors have read and agreed to the published version of the manuscript.

Funding

This research received no external funding.

Institutional Review Board Statement

The study was conducted in accordance with the Declaration of Helsinki.

Informed Consent Statement

Informed consent was obtained from all subjects involved in the study.

Data Availability Statement

The data presented in this study are available on request from the corresponding author.

Acknowledgments

The authors would like to acknowledge all participants for their kindness in responding to the survey and providing valuable information for this research and the reviewers for their constructive feedback and suggestions, which helped enhance the completeness of this research article.

Conflicts of Interest

The authors declare no conflicts of interest.

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