

The behavioral effects of budgetary participation process on the managers of Algerian manufacturing companies.

* Pr./ DEBBI Ali & ** OUADDA Souad

Abstract:

The results of this study emphasize the theoretical framework that budgetary participation is an important factor whose presence must be ensured in the Algerian companies to stimulate feelings of managers' affective commitment, and thus improving their job performance.

Keys word: budgetary participation, affective commitment, job performance, managers, manufacturing companies.

Résumé:

Les résultats de cette étude confirment le cadre théorique que la participation budgétaire est un facteur important dont sa présence doit être assurée dans les entreprises algériennes pour stimuler les sentiments de l'engagement affectif des managers, et ainsi améliorer leur performance au travail.

Les mots clés: la participation budgétaire, l'engagement affectif, performance au travail, managers, les entreprises manufacturières.

الملخص:

جاءت نتائج هذه الدراسة لتوافق الإطار النظري بأن المشاركة الموازية تمثل عاملا أساسيا يجب ضمان تواجدها في المؤسسات الجزائرية، وذلك لتعزيز مشاعر الإلتزام العاطفي لدى المديرين، والذي بدوره يؤدي إلى تحسين أدائهم الوظيفي.

الكلمات المفتاحية: المشاركة الموازية، الإلتزام العاطفي، الأداء الوظيفي، المديرون، المؤسسات الصناعية.

* Professor -M'sila University

** PhD student (LMD) - M'sila University

Introduction:

Budget is a tool which cannot exist without people (employees)¹, because it is prepared controlled revised and executed by them, to facilitate all the functions of management and to share of organizational resources allocated to subordinates, as well as the performance goals on which they are evaluated and rewarded², in this regard, budgetary process influences, and also is influenced by behaviors and attitudes of the subordinates. Participation in decision-making has attracted academic attention, and it has been argued that participation is an element vital to improving organizational outcomes³. Whereas, since the seminal work of Argyris in 1952⁴ entitled: the impact of budgets on people, budget goals setting process and especially one of its characteristics; budgetary participation process; had become one of the important topics in management control system during the past 60 years.⁵ Particularly, the importance of budgetary subordinate's participation and its attitudinal and behavioral consequences have been conducted extensively by previous researchers⁶. Argyris (1953), for example, argued that the greatest contribution from budgeting activities would occur if subordinates were allowed to participate in the activity of budget goals setting process⁷. The effects of budgetary participation on managerial performance have become an interesting theme in management accounting literature⁸, whilst, the benefits of budgetary participation have been widely tested in text books⁹, in particular, it claimed that budgetary participation serves three main mechanisms (roles) to increase subordinate's job performance, the first one is by the motivational mechanism¹⁰. Shields and Shields (1998), for example, argued that the act of being involved in, and have an influence on the budget goals setting process for the subordinates, would able to increase: "trust, sense of control and ego-involvement with the organization which then jointly causes less resistance to change and more acceptance of, and commitment to the budget process, in turn causing improving performance"¹¹. Prior studies have suggested the cognitive mechanism as the second role of budgetary participation to

increase subordinate's job performance¹². Chong et al. (2006) noted that by allowing the subordinates to participate in the budget goals setting process provides them the opportunity to: "gather, exchange and disseminate job-relevant information to enhance their decision-making process...which in turn, will aid to clarify their role expectations, methods of fulfilling their role expectations and performance"¹³. The third and the last role by which budgetary participation can increase subordinate's job performance is the value attainment mechanism¹⁴. whereas, the act of participation allows subordinate to: "experience self respect and a feeling of equality arising from the opportunity to express his or her value"¹⁵. Many researchers in management control have investigated the direct relationship between budgetary participation and job performance, but the results of these empirical studies have been equivocal or inconsistent in explaining the linkage; while several empirical studies found the positive relationship between the two variables¹⁶; others report the negative¹⁷; or even insignificant¹⁸. The conflicting results of prior studies have led researchers to investigate the existence of mediating or intervening variables in the relationship, as locus of control¹⁹, leadership style²⁰, motivation²¹, job related information²², information asymmetry²³, decentralization²⁴, role ambiguity²⁵, role conflict²⁵ and fairness perceptions²⁶.

Therefore, this study investigates the effect of budgetary participation on job performance by incorporating organizational commitment as an intervening variable, whereas, organizational commitment represents the bond that links the individual to the organization²⁷, and it is an important variable because subordinates how are highly committed to their organizations demonstrate a willingness to provide a significant efforts on behalf of their organizations and accepte, support values and goals of organization²⁸, and therefore it is a crucial element for organizational success²⁹, which in turn, may have a positive effect on all organizational performance.

In this study, we propose that being involved or participated in the budget goals setting process for managers and that at time might increase their organizational commitment by increases sense of

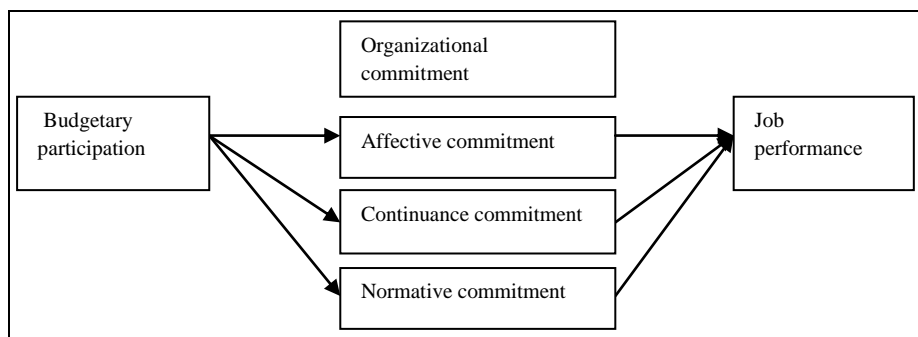
control, trust and ego-identification with their organizations, which in turn, eventually increases their job performance. Subsequently, the purpose of this study is to examine the links proposed with focuses on managers of manufacturing companies in Algeria, and to date no studies have attempted to examine the motivational role of budgetary participation and its attitudinal and behavioral effects on Algerian managers, this existing gap constitutes the motivation for our study. Thus, one contribution of this study is to provide some Algerian evidence related to budgetary participation and its outcomes, with the sample consisting of managers from manufacturing companies.

The remainder of this paper is structured as follows: the next section discusses the relevant literature and the theoretical justification for the hypotheses to be tested; subsequent sections address the methodology and statistical results, which are followed by a conclusion and discussion of the findings.

1) Literature review and hypotheses development:

In this study, we proposes (see figure-1) that high budgetary participation is likely to be associated with high organizational commitment for all its three different types (affective commitment, continuance commitment and normative commitment), and then, high organizational commitment is likely to be associated with higher job performance.

Figure 1 -Theoretical model



1-1) The relationship between budgetary participation and organizational commitment:

In the last 50 years, the construct of organizational commitment has occupied a prominent place in organizational behavior research³⁰, furthermore, the importance of organizational commitment to enhancing the effectiveness of the management systems has received increasing attention in recent years³¹. O'reilly and Chatman (1989) defined organizational commitment as³²: "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization", and according to Mowday et al (1976), organizational commitment is characterized by:³³

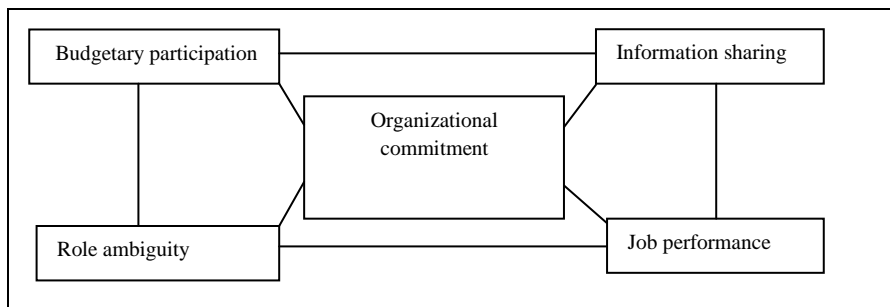
-A strong belief in and acceptance of the organization's goals and values;

-A willingness to exert a considerable effort on behalf the organization;

-A strong desire to maintain membership in the organization;

There is a considerable empirical support for the significant and positive relationship between budgetary participation and organizational commitment.³⁴ For example, Nouri and Parker (1998)³⁵ suggested that by becoming involved in the budget goals setting process (through budgetary participation), subordinates associate themselves more closely with, and become better acquainted with budget goals, which able to increase subordinate's identification not only with budget goals but also with all organizational goals. On the other hand, Parker and Kyj (2006)³⁶ proposed the following theoretical framework:

Figure 2 - PARKER and KYJ proposed theoretical framework



Source: PARKER, R, J & KYJ, L, «Vertical information sharing in the budgeting process», Accounting Organizations and Society, 2006, Vol.31, N^o.1, pp. 27-45.

And one of they empirical study results indicate that increased participation during the budget goals setting process is associated with decreasing role ambiguity, which in turn, increases manager's levels of organizational commitment. In addition, Nouri (1994)³⁷ reported that high levels of job involvement are associated with high levels of organizational commitment, which in turn, serve to decrease the levels of dysfunctional behavior induced by the budgetary process such as the propensity to create budgetary slack.

Thus, we propose that the act of being involved in, and have an influence on the budget goals setting process (through budgetary participation) is expected to increase subordinate's levels of organizational commitment. Accordingly, the following hypothesis is tested:

H1: Budgetary participation is significantly and positively related to organizational commitment for Algerian company managers.

As noted in the literature, organizational commitment may be conceptualized in different ways, Meyer and Allen's (1990; 1991 and 1997) distinguish between three types of organizational commitment includes: affective (AC), continuance (CC), and normative (NC) commitment. Meyer and Allen (1997)³⁸ defined the first type, namely affective or attitudinal commitment as: "the employee's emotional

attachment to, identification with and involvement in the organization", from this point of view, (AC) is the affective bond subordinate's feels toward the organization and characterized by identification and involvement with the organization as well as enjoyment in being a member in it³⁹, thus, this type entails that subordinates stay in the organization because they want to. Of the three types of organizational commitment, (AC) has received the most research attention in the field of the budgeting process⁴⁰.

The second type of organizational commitment is (CC), Meyer and Allen (1997)⁴¹ define (CC) as "awareness of the costs associated with leaving the organization", therefore, it is calculative in nature, because of the extent to which an employee needs to stay with the organization is due to the costs of foregoing benefits associated with an individual's investment in the organization⁴². So, this type entails that subordinates stay in the organization because they need to do so⁴³.

The last type is (NC), Allen and Meyer (1990)⁴⁴ define (NC) "the employee's feelings of obligation to remain with the organization", and according to Meyer and Allen (1991)⁴⁵: "employees with normative commitment feel that they ought to remain with the organization", so, this type entails that subordinates stay in the organization because they should do so, or it is the proper thing to do, and this moral obligation is due to the process of socialization within the society or the organization⁴⁶. Therefore, the previous principal hypothesis can be fragmented into:

H1a: Budgetary participation is significantly and positively related to affective commitment for Algerian company managers.

H1b: Budgetary participation is significantly and positively related to continuous commitment for Algerian company managers.

H1c: Budgetary participation is significantly and positively related to normative commitment for Algerian company managers.

1- 2) The relationship between organizational commitment and job performance:

Most prior paperwork involving organizational commitment in the management accounting area has focused only on affective commitment. For example, Nouri and Parker (1998)⁴⁷ conducted a

study on 135 managers in a large multi-national corporation engaged in chemical production in the U.S.A., and proposed that affective commitment positively affects job performance. Furthermore, Magner et al 1996 suggested that affective commitment leads the subordinates to «interact with people who can provide insight into their work environment, performance goals, task strategies, and other issues that have an important impact on their performance»⁴⁸. Randall (1990) gives notes of meta-analysis on organizational commitment, in which several researchers have devised a theory that organizational commitment is positively associated with the work outcomes such as job performance.⁴⁹ This finding is consistent with Mayer and Schoorman (1992) concluded that high organizational commitment is associated with high employee⁵⁰. Chong et al, (2005)⁵¹, suggested that participative budgeting affects subordinate's job performance mainly through the influence it has on role ambiguity, organizational commitment and job satisfaction, and they proposed the following model:

Figure 3 - CHONG et al, proposed model



Source: CHONG, vincent, K, et al, «The multiple roles of participative budgeting on job performance», Advances in accounting, 2006, Vol. 22, pp. 67-95.

And the results of this previous study reveal that the combined effects of cognitive, motivational and value attainment roles of budgetary participation (link1+link2+link3) significantly improved subordinate's job performance. Hence, the above argument leads to the following hypothesis:

H2: Organizational commitment is significantly and positively related to job performance for Algerian company managers.

And according to the three types of organizational commitment, the previous principal hypothesis can be fragmented into:

H2a: Affective commitment is significantly and positively related to job performance for Algerian company managers.

H2b: Continuous commitment is significantly and positively related to job performance for Algerian company managers.

H2c: Normative commitment is significantly and positively related to job performance for Algerian company managers.

2)Research method:

2-1) Sample:

This study employs a survey method to collect data, and a questionnaire was distributed for 102 managers from a group of manufacturing companies in both public and private sectors in Algeria, such as: BCR and its subsidiary SANIAK, EMPEC, SAMHA, ENIE, CONDOR, IRIS, ELRIADH. Only those manufacturing companies employing with 100 employees or more were studied, whereas smaller companies are likely to rely on informal rather than on formal budgetary control systems. In addition, only the managers of functional heads who have a budget goals setting responsibility were included in the sample, for the objective to provide some degree of control over the respondents. Thus the final sample of this study was 66 managers (nearly 65 percent), and comprised sales and marketing department, production department, HRM, formation and training department, department of supply. Seventy-nine percent of respondents have university qualifications, which indicates that the managers of this study were generally highly educated and qualified. Also, the managers surveyed had the following work characteristics:

Panel 1- respondent's rate years of work in the current company

Number of years of work in the current company	5-10 years	10-20years	More than 20years
Rate of respondents' years of work in the current company	24.24%	39.39%	36.36%

Panel 2- respondent's rate years of work in the current position

Number of years of work in the current position.	<1years	1-5 years	More than 5years
Rate of respondents' years of work in the current position.	4,54%	39.39%	56.06%

Thus, the data above indicate that the respondents were generally highly experienced and held highly responsible positions.

2-2) Measurement of variables:

2-2-1) Budgetary participation:

This variable was measured by using Milani (1975) six-item instrument, on a 5-point Likert scale ranging from '1' represented a 'strongly disagree' to '5' represented a 'strongly agree'. A reliability check of the instrument for this study produced a Cronbach alpha of 0.887 for the six items of the instrument, which demonstrates the high internal consistency of the scale.

2-2-2) Organizational commitment:

The Meyer and Allen (1991) eighteen-item instrument was employed to measure organizational commitment, the response scale was a five point Likert-type scale and ranging from '1' represented a 'strongly disagree' to '5' represented a 'strongly agree'. A Cronbach alpha of 0.773 was obtained for this study indicates the satisfied internal consistency of the scale.

2-2-3) Job performance:

This variable was measured by a single-item scale, on a 5-point Likert scale which asked respondents to evaluate their unit performance from '1' represented a 'poor' performance to '5' represented an 'excellent' performance.

2-3) Methods of analysis:

In analyzing the data collected, we use in this study Statistical Package for Social Sciences (SPSS 18.0) to calculate descriptive statistics, and also the correlations between the variables studied.

3)Results:

The next table presents the descriptive statistics for the first variable used in the study: budgetary participation.

Table 1- Descriptive statistics for budgetary participation variable

Variable's Items	Mean	Std Dev	Result
I am involved in setting all of my budget.	4.33	0.751	Strongly Agree
My superior clearly explains budget revisions.	4.29	0.760	Strongly Agree
I have frequent budget-related discussions with my supervisor.	4.06	0.975	Agree
I have a great deal of influence on my final budget.	3.97	0.976	Agree
My contribution to budget is very important.	4.39	0.742	Strongly Agree
My superior initiates frequent budget discussions when the budget is being prepared.	4.24	0.946	Strongly Agree
Results of the variable	4.21	0.858	Strongly Agree

Descriptive statistics results concerning budgetary participation variable revealed that : the variable at all obtained 4.21 as a mean and 0.858 as a standard deviation, which indicates according to weighted average of five Likert scale that Algerian managers strongly agreed about the items of this variable. On the other hand, these results also indicate the strong participation of the managers in the budget goals setting process, so, the study of its effects on behaviors of respondents would be possible.

The next table presents the descriptive statistics for the second variable used in the study: organizational commitment.

Table 2- Descriptive statistics for organizational commitment variable

Items of Organizational commitment (OC) variable	Mean	Std Dev	Result
I/ Affective commitment (AC)			
I would be very happy to spend the rest of my career in this organization.	3.74	1.012	Agree
A really feel as if this organization's problems are my own.	3.80	0.996	Agree
I feel like "part of the family" at my organization.	4.08	1.154	Agree
I feel "emotionally attached" to this organization.	4.08	1.154	Agree
This organization has a great deal of personal meaning for me.	3.76	0.842	Agree
I feel a strong sense of belonging to my organization.	4.32	0.862	Strongly Agree
Results of (AC) variable	3.96	1.003	Agree
It would be very hard for me to leave my organization right now, even if I wanted to.	3.53	0.898	Agree

Too much of my life would be disrupted if I decide to leave my organization right now.	3.08	1.027	Neutral
Right now, staying with my organization is a matter of necessity as much as desire.	2.45	1.098	Disagree
Believe that I have too few options to consider leaving this Organization.	2.64	1.132	Neutral
One of the few negative consequences of leaving this organization would be the scarcity of available alternative.	2.56	0.947	Disagree
If I had not already put so much of myself into this organization, I might consider working elsewhere.	3.70	0.894	Agree
Results of (CC) variable	3.00	0.999	Neutral
I do not feel any obligation to remain with current organization.	2.33	1.072	Disagree
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3.55	0.637	Agree
I would feel guilty if I leave my organization now.	2.88	1.222	Neutral
This organization deserves my loyalty.	3.97	0.656	Agree
I would not leave my organization right now because I have a sense of obligation to the people in it.	3.86	0.762	Agree
I owe a great deal to my organization.	4.02	0.644	Agree
Results of (NC) variable	3.43	0.835	Agree
Results of (OC) variable	3.46	0.945	Agree

Descriptive statistics results according to the first part of the table (2) which about the first type of (OC) named (AC) revealed that : the variable has a mean of 3.96, and a standard deviation of 1.003, which indicates according to the weighted average of five Likert scale the agreed of respondents about (AC) items. Also, these results indicate the high degree of managers' (AC), and therefore the high emotional attachment to, identification with, involvement, as well as enjoyment in being a member in and belonging to their organizations. The respondents staying in their companies because they want so.

Descriptive statistics results according to the second part of the table (2) which about the second type of (OC) named (CC) revealed that: the variable obtained 3.00 as a mean, and 0.999 as a standard deviation which indicates according to the weighted average of five Likert scale the neutrality of respondents about (CC) items. On the other hand, the weakness of (CC) degree indicates that the respondents are objecting for variable items, and therefore, the

managers of this study do not need to stay with their companies due to the costs of foregoing benefits associated with an individual's investment in it, or the lack of alternatives outside their companies, but because they have enough experience and alternatives to work in other companies.

The third part of the table (2) demonstrates the descriptive statistics results according the third and last type of (OC) named (NC) , and it revealed that: the variable has a mean of 3.38, and a standard deviation of 1.019, which indicates according to weighted average of five Likert scale the agreed of respondents about (NC) items, and therefore, the high degree of respondent's (NC). So the managers of this study have the feelings of moral obligation to remain with their companies, which due to process of socialization within.

Descriptive statistics results according to all (OC) demonstrated that : the variable obtained 3.46 as a mean, and 0.945 as a standard deviation, which indicates according to weighted average of five Likert scale the agreed of respondents about (OC) items. Additionally, these results reveal the high degree of managers' (OC), and therefore the high psychological bond of managers to their companies, which result in a high sense of job involvement, loyalty and belief in the values of their companies. Thence, the managers of this study are characterized by: a strong belief in and acceptance of their current companies goals and values, a willingness to exert a considerable effort on behalf their current companies, and also by the strong desire to maintain membership in, and belonging to their companies. The next table presents the descriptive statistics for the third and last variable used in the study: job performance.

Table 3- Descriptive statistics for job performance variable

Variable's Item	Mean	Std Dev	Result
How do you rate your unit performance.	3.77	0.627	Above average

Descriptive statistics results concerning job performance variable revealed that: the variable has a mean of 3.77, and a standard deviation of 0.627, which indicates according to weighted average of five Likert scale that the evaluation of managers about their job

performance was above average, whereas, the largest proportion (56.1%) of the respondents have rated that their job performance was above average, which reflects the high efficiency that characterized the managers of this study, which -as our opinions- resulting from their high functional expertise, their highly education and also their highly responsible positions-.

3-1) Hypothesis testing:

The next table presents the Pearson correlation analysis between budgetary participation and organizational commitment.

Table 4- Pearson correlation analysis between budgetary participation and organizational commitment

		Budgetary participation	OC
Budgetary participation	Pearson correlation	1	0.430**
	Sig (2-tailed)		0.000
OC	Pearson correlation	0.430**	1
	Sig (2-tailed)	0.000	
** correlation is significant at the 0.01 level			

The first fundamental hypothesis (H1) predicts a positive and significant relationship between budgetary participation and (OC), a Pearson product-moment correlation matrix as presented in the table (4) is used to ascertain if this hypothesis is supported. The results indicate that the relationship between the two variables is positive, direct and statistically highly significant ($r=0.43$; $p<0.000$). Therefore, this shows that the two variables are significantly and positively correlated, which leads to the acceptance of the first hypothesis (H1). This result is consistent with our theoretical expectation and prior empirical studies (e.g., Chong et al, 2006⁵²; Nouri and Parker, 1996⁵³).

The next table presents the Pearson correlations among the variables: budgetary participation, (AC), (CC) and (NC) .

Table 5- Pearson correlations among budgetary participation, (AC), (CC) and (NC)

		Budgetary participation	AC	CC	NC
Budgetary participation	Pearson correlation	1			
	Sig (2-tailed)				
AC	Pearson correlation	0.603**	1		
	Sig (2-tailed)	0.000			
CC	Pearson correlation	0.049	0.131	1	
	Sig (2-tailed)	0.695	0.293		
NC	Pearson correlation	0.161	0.373**	0.597**	1
	Sig (2-tailed)	0.196	0.000	0.000	
** correlation is significant at the 0.01 level					

To test the sub-hypotheses (H1a), (H1b) and (H1c) of the study, the Pearson product-moment correlation technique -as presented in the table (5) -is used to ascertain if these hypotheses are supported. The results indicate that the relationship between budgetary participation and (AC) is highly positive, direct and highly significant ($r=0.603$; $p<0.000$), which leads to the support of the first sub-hypothesis (H1a). Whereas, the results of the relationship between budgetary participation and (CC) reveal that budgetary participation has a positive, very weak, direct and insignificant relationship with (CC) ($r=0.049$; $\text{sig}=0.695$), and therefore, this leads to the rejection of the second sub-hypothesis (H1b). Also, the results of the correlation between budgetary participation and (NC) indicate that budgetary participation has a positive, weak, direct and insignificant relationship with NC ($r=0.161$; $\text{sig}=0.196$), and leading to the rejection of the third sub-hypothesis (H1c).

The next table presents the Pearson correlations between job performance and (OC).

Table 6- Pearson correlations between job performance and (OC)

		Job performance	OC
Job performance	Pearson correlation	1	0.396**
	Sig (2-tailed)		0.000
OC	Pearson correlation	0.396**	1
	Sig (2-tailed)	0.000	
** correlation is significant at the 0.01 level			

In the second fundamental hypothesis (H2), we predict a positive and significant correlation between job performance and (OC), for testing this hypothesis, as presented in the table (6), the Pearson product-moment correlation matrix is used for the purpose to ascertain if this hypothesis is supported. The results indicate that the relationship between the two variables is positive, direct and statistically highly significant ($r=0.396$; $p<0.000$), therefore, these results lead to the supporting of hypothesis (H2). These results are consistent with findings reported by Nouri and Parker, 1998⁵⁴ and Magner et al, 1996⁵⁵.

The next table presents the Pearson correlations between job performance, (AC), (CC) and (NC) .

Table 7- Pearson correlations between job performance, (AC), (CC) and (NC)

		Job performance	AC	CC	NC
Job performance	Pearson correlation	1	0.108	0.215	0.247*
	Sig (2-tailed)		0.390	0.083	0.046
AC	Pearson correlation	0.108	1		
	Sig (2-tailed)	0.390			
CC	Pearson correlation	0.215	0.131	1	
	Sig (2-tailed)	0.083	0.293		
NC	Pearson correlation	0.247*	0.373**	0.597**	1
	Sig (2-tailed)	0.046	0.000	0.000	
* correlation is significant at the 0.05 level		** correlation is significant at the 0.01 level			

The Pearson product-moment correlation technique is used to test the sub-hypotheses (H2a) , (H2b) and (H2c) of the study, and as presented in the table (7), the results indicate that the relationship between (AC) and job performance is very weak, positive, direct and insignificant ($r=0.108$; $\text{sig}=0.390$), which leads to the rejection of the first sub-hypothesis (H2a). similarly with the second sub-hypothesis (H2b) of the study, the results of the correlation between (CC) and job performance reveal that that the relationship is very weak, positive, direct and insignificant ($r=0.215$; $\text{sig}=0.083$), and leading to the rejection of the second sub-hypothesis (H2b). While, the results of Pearson correlation analysis of the third sub-hypothesis (H2C) reveal that the correlation between (NC) and job performance is positive, direct and statistically significant ($r=0.247$; $p<0.05$), which leads to the acceptance of the third sub-hypothesis(H2C). And, this last result was compatible with our theoretical expectation and also the findings of Nouri and Parker, 1998⁵⁶; Chong et al, 2005⁵⁷ and Chong et al, 2006⁵⁸.

3) Discussion and Conclusion:

The aim of this study is to test the behavioral effects of budgetary participation process, specifically, the relationships between budgetary participation, organizational commitment with its three types and job performance. To this end, a sample of 66 Algerian's manager was obtained through a survey questionnaire and used in this study to extend our understanding of the link between the variables studied.

The results obtained revealed that:

1. The respondents of this study are characterized by their strong participation in the budget goals setting process, and by their high degree of organizational commitment (OC), and therefore their high psychological bond to their companies, sense of job involvement, loyalty and belief in the values of their companies;
2. The managers of the current study are characterized by a high degree of normative commitment (NC), which is shown in the feelings of moral obligation to remain with their companies due to the process of socialization within;

3. The respondents have low degree of continuance commitment (CC), which indicates that the managers of this study do not need to stay with their companies due to the costs of foregoing benefits, or due to the lack of alternatives outside, but because they have a high attachment to their companies;

4. The managers of this study are highly efficient, which resulting from the meeting of many factors such as their high functional expertise, their higher education levels and also their high responsible positions;

5. Overall, the results of the current study provide evidence that the higher involvement of Algerian's managers in the process of budgetary participation has a positive and significant impact on their sense of organizational commitment (acceptation of hypothesis H1), in particular, the strong positive and significant correlation between budgetary participation and affective commitment (AC) that was found in the present study (acceptation hypothesis H1a);

6. Furthermore, our study confirms that organizational commitment has a positive and significant correlation with manager's job performance (acceptation of hypothesis H2), specifically, the positive and significant interrelated between normative commitment (NC) and job performance (hypothesis H2c).

Based on the analysis results obtained in this study, we recommend that:

1. Manager's budgetary participation is an important factor whose presence must be ensured in the Algerian companies to stimulate the feelings of affective bond, and therefore increasing the emotional attachment of managers to their companies;

2. The more attention for manager's feelings and behaviors, by providing the social atmosphere in the Algerian manufacturing companies, would result in high levels of manager's job performance;

3. Manager's organizational commitment is a main behavioral factor, which the top management of Algerian manufacturing companies should pay attention not only to achieve the budget process goals, but also all the organizational goals.

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