



The Influence of Leadership Style, Organizational Commitment, and Organizational Culture on Managerial Performance at PT POS Indonesia (Persero) Cirebon Branch

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ABSTRACT

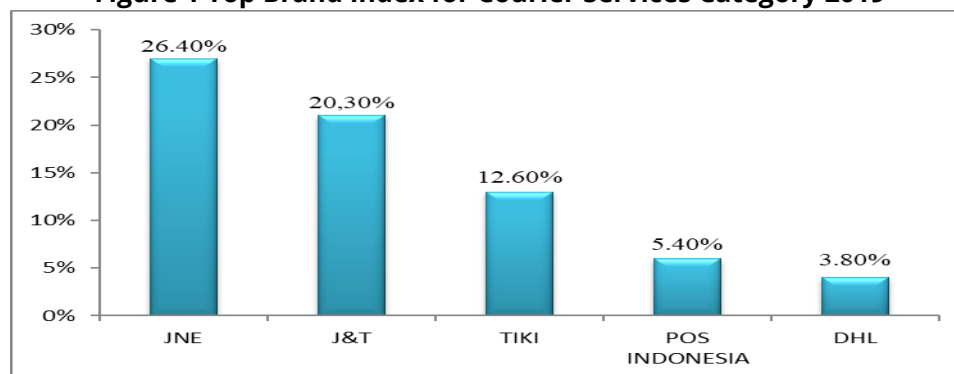
This study aims to determine the effect of leadership style, organizational commitment, and organizational culture on managerial performance at PT POS Indonesia (Persero) Cirebon Branch. The population in this study were 160 employees of PT POS Indonesia (Persero) Cirebon Branch. The sampling technique in this study uses probability sampling. The sample used was 62 employees. The method in collecting this data used a questionnaire, while the method in this study used the method of multiple linear regression analysis. Based on the results of data analysis shows that: 1) Leadership style has a negative and significant effect on managerial performance. 2) Organizational commitment has a positive and significant effect on managerial performance. 3) Organizational Culture has a positive and significant effect on managerial performance. 4) Leadership style, organizational commitment, and organizational culture simultaneously affect managerial performance at PT POS Indonesia (Persero) Cirebon Branch. The magnitude of the influence of leadership style, organizational commitment, and organizational culture together on managerial performance at PT POS Indonesia (Persero) Cirebon Branch by 56.9% while the remaining 43.1% is influenced by other factors not examined.

INTRODUCTION

PT POS Indonesia (Persero) is a State-Owned Enterprise (BUMN) which operates in the field of mail and package services, giro, shipping and logistics. PT POS Indonesia (Persero) is a State-Owned Enterprise (BUMN) which operates in the field of mail and package services, giro, shipping and logistics. Currently, Pos Indonesia not only serves postal and courier services, but

also financial services, which are supported by a network of \pm 4,000 post offices and 28,000 postal agents spread throughout Indonesia. PT POS Indonesia (Persero) Cirebon Branch which is located on Jalan Yos Sudarso Lemahwungkuk, Lemahwungkuk District is PT POS Indonesia (Persero) which is located in West Java and is included in regional post 5. And PT POS Indonesia (Persero) Cirebon Branch has 35 branch offices which consists of 8 branch offices in the city of Cirebon and 27 branch offices in the Cirebon district. The following are the research results obtained from the Top Brand Index for the 2019 Courier Services Category:

Figure 1 Top Brand Index for Courier Services Category 2019



Source:(Top Brand Award, 2019)

Based on the picture above, it can be seen that Pos Indonesia was only able to occupy the fourth position in the top brand index in the courier services category with a percentage of 5.40%. Meanwhile, the first and second positions are occupied by JNE and J&T with the percentage for JNE reaching 26.40% and for J&T the percentage is 20.30%. This indicates that Pos Indonesia, which in fact is a state-owned company, has a competitive advantage over similar competitors. In fact, if you look at the age of the company which has been established in Indonesia for a long time as a delivery service company, both sending goods and letters, then looking at the experience of carrying out operational activities the company should be able to have a competitive advantage over its competitors. Meanwhile, competing companies JNE and J&T are shipping companies that have just been established, but are already in first and second place, superior to PT Pos Inonesia. So Pos Indonesia must immediately improve so that it can compete with similar competitors who operate in the shipping and logistics sector.

Apart from that, if you look at the market share of courier services in 2018, Pos Indonesia occupies the last position with a percentage of 15%, while the top position is occupied by JNE and TIKI with a percentage reaching 30.

And PT POS Indonesia (Persero) experienced a decline in the company's main performance achievements in 2018 compared to the previous year. Where in 2018 there was a decrease in net profit, in 2017 net profit reached 355 billion to 127 in 2018, this was caused by tight competition between competitors of similar companies and because of the decline in the mail and financial services business which contributed the largest margin to the company, so resulted in a decrease in net profit. Apart from that, in 2018 postal companies experienced a decline in comprehensive profit where in 2017 comprehensive profit reached 1,696 billion to 730 billion in 2018, and there was a decline in earnings per share where in 2017 profit per share reached 780.126 to 265.354 billion in 2018. This happens because there are factors that can influence managerial performance, namely Leadership Style, Organizational Commitment, and Organizational Culture. Leadership style is a leader's way of influencing other people/subordinates in such a way that the person is willing to carry out the leader's will to achieve organizational goals even though personally this may not be liked.(Badu, Awaluddin, & Mas'ud, 2019). If a good leadership style is created, it can build good managerial performance too, because employees will feel motivated to carry out the tasks that have been assigned to

them. And with a leadership style in the company, it can influence and motivate individuals in the company to work more optimally. However, what happens at PT POS Indonesia (Persero) Cirebon Branch is that there is often a change of leadership. The following is data on changes in the leadership of PT POS Indonesia (Persero) Cirebon Branch, as follows:

Table 1 Data on Change of Head of PT POS Indonesia (Persero) Cirebon Branch 2016-2019

No	Length of service		Length of Service
	Start	Until	
1	December 2016	August 27, 2018	1 year 8 months
2	August 28, 2018	October 10, 2019	1 year 2 months
3	October 11, 2019	Now	

Source: PT POS Indonesia Cirebon Branch

Based on the table above, it can be seen that from 2016-2019 PT POS Indonesia (Persero) Cirebon Branch experienced a change of head. With a change of head, it can affect leadership style. Because different heads certainly influence different leadership styles. This of course makes it difficult for employees in the company to adapt to different leadership styles and employees become inconsistent in carrying out tasks and completing previously determined responsibilities. Due to differences in thought patterns, policies are made by the heads of different offices.

Organizational commitment also influences managerial performance. Organizational commitment is the feelings, attitudes and behavior of individuals who identify themselves as part of the organization, are involved in the process of organizational activities and are loyal to the organization in achieving organizational goals.(Wibowo, 2016). If managers have a strong commitment, their performance will improve, because individual commitment is strong, which can cause them to strive to achieve organizational goals and improve the company's managerial performance. However, PT POS Indonesia (Persero) Cirebon Branch is still considered low, as seen from the decline in PT POS Indonesia (Persero) company performance showing that service to customers is still not optimal, because there are still complaints from customers regarding service quality. One of them is that many people complain about delays in delivering goods. The following data obtained from direct observation in the form of data on the number of complaints received during January-December 2018 is as follows:

Table 2 Complaints received during January-December 2018

No	Month	Number of Complaints	Finished	Not finished yet	Percentage not yet completed
1	January	27	25	2	7.41 %
2	February	15	11	4	26.67%
3	March	39	34	5	12.82 %
4	April	39	34	5	12.82 %
5	May	34	34	0	0
6	June	25	23	2	8.00%
7	July	22	22	0	0
8	August	33	33	0	0
9	September	32	31	1	3.13%
10	October	38	37	1	2.63%
11	November	21	20	1	4.76%
12	December	42	40	2	4.76%
Total		367	344	23	6.92%

Source: PT POS Indonesia (Persero) Cirebon Branch 2018

Based on the table above, it can be seen that the service management performance of PT POS Indonesia Cirebon Branch is still less than optimal, where there are still customer complaints that have not been resolved which will result in a decrease in customer trust in the services of PT POS Indonesia Cirebon Branch, even though PT POS Indonesia is a company that has a vision, namely to be the main choice for logistics services and financial services, and one of its missions is to provide competitive e-commerce logistics service solutions.

Apart from leadership style and organizational commitment, organizational culture can also influence managerial performance. Organizational culture is a system of spreading beliefs and values that develops within an organization and directs the behavior of its members (Triceptya, 2017). The success of an organization can be measured from the cultural connection inherent in an employee. The problem regarding organizational culture is employee discipline, where there are still employees who are late coming to work and increasing levels of employee absenteeism, so this means that Professional is not being carried out well. This can be seen in the 2019 employee attendance data table below:

Table 3 Employee Attendance Data in 2019

No	Month	Working days	Number of employees	Number of Employees Absent	Types of Absence							
					CSKTS	CSKSD	CKAP	CBS	CBSL	MTS	CTH	
1	January	26	186	69				2	1			66
2	February	23	184	84	1		2					81
3	March	24	183	53	1	2			1			49
4	April	24	182	53			2	1	1			49
5	May	25	182	30			3		1			26
6	June	22	180	153			1	1	1			150
7	July	27	179	40	1	1	4					34
8	August	26	178	50	2	3	5	1				39
9	September	25	177	38	2	1	3					32
10	October	27	175	42	4	1	6	1				30
11	November	25	176	43	4	3	5			1		30
12	December	25	174	158	4	1	4			1		148

Source: PT POS Indonesia (Persero) Cirebon Branch 2019

Based on absenteeism data in 2019, it can be seen that the level of employee absenteeism at PT POS Indonesia (Persero) Cirebon Branch for the period 2019 from January to December experienced fluctuations although it tended to increase. It can be seen from the number of employees who were absent from January as many as 69 employees, increasing further in February with an increase of 84 employees. However, in the following months there were ups and downs and it can be seen that in June and December there was a fairly high increase of up to 153 employees and 158 employees who were absent.

LITERATURE REVIEW

Leadership style

Leadership style is the way a leader uses to influence the behavior of his followers. In a company, a leader has a leadership style in order to influence his followers to carry out work tasks. Leadership style itself can be defined as follows: "Leadership style is a pattern of behavior shown by a leader in influencing other people." (Sedarmayanti, 2017) Similar to the previous definition according to (Asrar-ul-Haq & Kuchinke, 2016) "Leadership is defined as the process of influencing others to obtain desired results."

Organizational Commitment

Commitment is very important in everything, especially in a company, commitment is really needed. With commitment within a company, employees can be serious about carrying out their assigned duties and responsibilities. The definition of organizational commitment is: "Organizational commitment is a person's attitude or behavior towards the organization in the form of loyalty and strong determination to achieve the organization's vision, mission, goals." (Sinambela & Sinambela, 2019) Meanwhile, organizational commitment according to (Yahaya & Ebrahim, 2016) defines that: "Organizational commitment is seen as a psychological state that binds employees to their organization."

Organizational culture

Organizational culture is the values and attitudes that are believed by all employees in an organization so that they have become their daily behavior. (Robbins & Judge, 2015) defines that: "Organizational culture is a system of shared meaning carried out by members that differentiates an organization from other organizations." Whereas (Pawirosumarto, Bachelor, & Gunawan, 2017) defines that "Organizational culture is the values and symbols that are understood and held together by all members of the organization."

Managerial Performance

Managerial performance is the main basis for running a company towards the set targets. The success of a company in achieving its goals and fulfilling its social responsibilities largely depends on managers. Where if managers are able to carry out their duties well then the company will be able to achieve the desired goals and objectives.

Managerial performance according to (Thu, Mia, Winata, & Chong, 2016) defines: "Managerial performance is the extent to which managers have achieved their functions effectively". Whereas (Cahyani & Damayanthi, 2019) defines that: "Performance is the result obtained by a person based on their respective authority to achieve organizational goals. Manager performance includes the manager's ability to plan, investigate, coordinate, evaluate, supervise, staff, negotiate, represent".

METHODS

The type of research that will be used is descriptive quantitative because there are hypotheses that will be tested using statistical tests. And using the associative method to determine the relationship between leadership style variables, organizational commitment and organizational culture on managerial performance. (Sugiyono, 2019) stated that "an associative problem formulation is a research problem formulation that asks about the relationship between two or more variables".

The types of data used are primary and secondary data. Where primary data is data obtained directly from respondents, while secondary data is data from literature, journals and reports issued by the company. The data collection method in this research was obtained by distributing questionnaires to respondents, namely to managers, heads of branch post offices, staff of PT POS Indonesia (Persero) Cirebon Branch, the sample used was 62 respondents.

RESULTS

Normality test

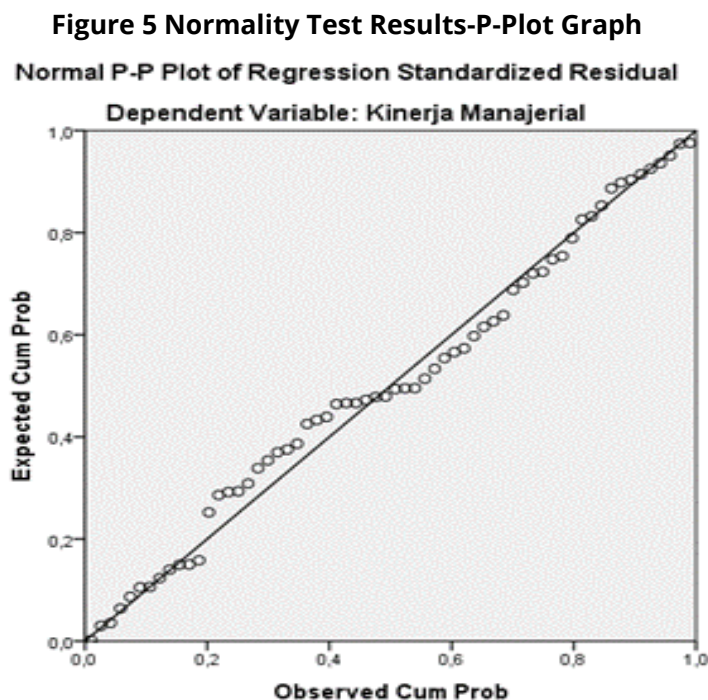
The results of the normality test using the Kolmogorov-Smirnov test are as follows:

**Table 4 Normality Test Results-Kolmogorov Smirnov
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		62
Normal Parameters, b	Mean	,0000000
	Std. Deviation	4.86305137
Most Extreme Differences	Absolute	,072
	Positive	,054
	Negative	-,072
Statistical Tests		,072
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

From the table above, it can be concluded that the Kolmogorov-Smirnov test value is 0.072 and the Asymp. Sig. is 0.200 greater than the significance value of $0.200 > 0.05$. Thus, overall it can be concluded that the observed values of the distribution data are normal and can be continued with other classical assumption tests. To make it clearer, below is also attached a p-plot graph which is close to normal.



Judging from the graph above, you can see that the dots are spread around the diagonal line, and the distribution follows the diagonal line, so the regression model meets the assumption of normality and is suitable for use for predicting managerial performance based on the input variables.

Multiple Regression Analysis

Table 5 Results of Multiple Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40,074	11,391		3,518	,001
	Leadership Style	-,605	,151	-,406	-4,008	,000
	Organizational Commitment	,550	,211	,278	2,604	,012
	Organizational culture	,884	,118	,693	7,512	,000

a. Dependent Variable: Managerial Performance

Source: Results of data processing using SPSS version 24 for Windows

From table 5 above, a multiple regression equation model can be created as follows:

$$Y = 40.074 - 0.605 X_1 + 0.550 X_2 + 0.884 X_3$$

Based on multiple linear equations, it shows that:

A constant of 40.074 states that if there is no Leadership Style, Organizational Commitment, Organizational Culture, then managerial performance is 40.074 units. Regression coefficient -0.605 states that every decrease in one level of Leadership Style will increase Managerial Performance by -0.605 units relative to the constant. Regression coefficient 0.550 states that every increase in one level of Organizational Commitment will increase Managerial Performance by 0.550 units relative to its constant. Regression coefficient 0.884 states that every increase in one level of Organizational Culture will increase Managerial Performance by 0.884 units relative to the constant.

Coefficient of Determination

Table 6 Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,768a	,590	,569	4,987

a. Predictors: (Constant), Organizational Culture, Leadership Style, Organizational Commitment

b. Dependent Variable: Managerial Performance

Adjusted R Square has a figure of 0.569. This figure shows that the simultaneous influence of leadership style, organizational commitment and organizational culture on managerial performance is 56.9%. The remaining 43.1% was influenced by other factors that were not researched.

Partial Significant Test (t Test)

This test is carried out to determine whether or not the influence of each independent variable is significant on the dependent variable. If the test result $t_{count} > t_{table}$ means the variable is significant in explaining the dependent variable. Conditions: significant level = 0.05 and degrees of freedom or degree of freedom (df) = n-2 or 62-2 = 60. From these conditions, the t table number is 2,000.

Hypothesis Testing Leadership Style Variables (X1) on Managerial Performance (Y)

Leadership Style (X1) with a calculated t value of -4.008 with a significant value of 0.000 and a t table value of -2.000. It can be concluded that leadership style has a negative and significant effect on managerial performance, with a calculated t value > t table or $-4.008 > -2.000$ and a significant value of $0.000 < 0.05$. This means that H0 is rejected and Ha is accepted, which means that these results show that there is a significant influence between leadership style on managerial performance.

Hypothesis Testing Organizational Commitment Variable (X2) on Managerial Performance (Y)

Organizational Commitment (X2) with a calculated t value of 2.604 with a significant value of 0.000 and a t table value of 2.000. It can be concluded that organizational commitment has a positive and significant effect on managerial performance, with a calculated t value > t table or $2.604 > 2.000$ and a significant value of $0.012 < 0.05$. This means that H0 is rejected and Ha is accepted, which means that these results show that there is a significant influence between organizational commitment and managerial performance.

Hypothesis Testing Organizational Culture Variables (X3) on Managerial Performance (Y)

Organizational Culture (X3) with a calculated t value of 7.512 with a significant value of 0.000 and a t table value of 2.000. It can be concluded that organizational culture has a positive and significant effect on managerial performance, with a calculated t value > t table or $7.512 > 2.000$ and a significant value of $0.000 < 0.05$. This means that H0 is rejected and Ha is accepted, which means that these results show that there is a significant influence between organizational culture on managerial performance.

Simultaneous Significant Test (F Test)

This test is carried out to determine whether the influence of the independent variables together or simultaneously on the dependent variable is significant or not. If the test result $F_{count} > F_{table}$ means it is significant in explaining the dependent variable. Conditions: significant level = 0.05 and degrees of freedom (k) = n-2 is df1 (number of k-1 or 4-1 variables = 3)

Then the degrees of freedom df2 (nk) or $62-4= 58$. So the result obtained for F table is 2.76.

Table 7 Hypothesis Test Results: Leadership Style, Organizational Commitment and Organizational Culture Variables on Managerial Performance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2079,072	3	693,024	27,863	,000b
	Residual	1442,605	58	24,873		
	Total	3521,677	61			

a. Dependent Variable: Managerial Performance

b. Predictors: (Constant), Organizational Culture, Leadership Style, Organizational Commitment

Source: Results of data processing using SPSS version 24 for Windows

From the table above, F_{count} is $27.863 > F_{table}$ is 2.76. So H0 is rejected and Ha is accepted, meaning that there is a significant influence between leadership style, organizational commitment and organizational culture together on managerial performance.

DISCUSSION

The Influence of Leadership Style on Managerial Performance

Based on the results of research assisted by the Statistical Package for The Social Sciences (SPSS) 24 For Windows program, a calculated t value of -4008 was obtained and a t table value with degree of freedom (df) = $62-2= 60$ at a significance level of 0.05 (two-tailed test) of -2,000. So the calculated t value is $-4008 > -2,000$. This is because the t table has the same value on each side, and if it exceeds this value, even though it has a negative value, it is still considered significant. In other words, leadership style has a significant effect on managerial performance at PT POS Indonesia (Persero) Cirebon Branch.

The results of this research are not in line with previous research conducted by (Badu et al., 2019) in his journal "The Influence of Budget Preparation, Organizational Commitment, Professionalism, Leadership Style and Organizational Structure on Managerial Performance" which states that partially leadership style is positive and significant on the managerial performance of the Kendari City Government.

Then the results of this research are different from previous research conducted by (Mudhani, 2018) in his journal entitled "The Influence of Leadership Style, Decentralization Policy, and Work Discipline on Managerial Performance in SKPD in East Lombok Regency in 2018" stated that leadership style has a positive and significant influence.

The Influence of Organizational Commitment on Managerial Performance

Based on the results of research assisted by the Statistical Package for The Social Sciences (SPSS) 24 For Windows program, a calculated t value of -4008 was obtained and a t table value with a degree of freedom (df) = $62-2= 60$ at a significance level of 0.05 (two-sided test) of 2,000. So the calculated t value is $2.604 > 2.000$. This is because the t table has the same value on each side, and if it exceeds this value, even though it has a negative value, it is still considered significant. In other words, organizational commitment has a significant effect on managerial performance at PT POS Indonesia (Persero) Cirebon Branch.

The results of this research are supported by previous research conducted by (Febrianto, 2010) in his journal entitled "The Influence of Work Ethics, Organizational Commitment, Locus of Control and Budget Participation on Managerial Performance at PT POS Indonesia (Persero) Jember Branch" which states that organizational commitment has a positive and significant effect on managerial performance.

Then the results of other research conducted by (LMI Pratiwi & Wirakusuma, 2019) in his journal "The Influence of Organizational Commitment, Participatory Budgeting, Competence on the Managerial Performance of Village Government Administrators" which states in his hypothesis that organizational commitment has a significant positive effect on managerial performance.

The Influence of Organizational Culture on Managerial Performance

Based on the results of research assisted by the Statistical Package for The Social Sciences (SPSS) 24 For Windows program, a calculated t value of -4008 was obtained and a t table value with a degree of freedom (df) = $62-2= 60$ at a significance level of 0.05 (two-sided test) of 2,000. So the calculated t value is $7.512 > 2.000$. This is because the t table has the same value on each side, and if it exceeds this value, even though it has a negative value, it is still considered significant. In other words, organizational culture has a significant effect on managerial performance at PT POS Indonesia (Persero) Cirebon Branch.

The results of this research are in line with previous research conducted by (Widasari & Putri, 2018) in his journal entitled "The Influence of Good Governance and Organizational Culture on the Managerial Performance of Village Government Administrators in Badung Regency" stated that organizational culture has a positive influence on the managerial performance of village government administrators in Badung Regency.

Then other previous research conducted by (Rahma, Suharno, & Widarno, 2017) in his journal entitled "The Influence of Participation in Budget Preparation, Organizational Culture, Leadership and Organizational Commitment on Managerial Performance (Survey of PDAM Employees in Surakarta City)" stated that organizational culture has a positive and significant effect on managerial performance.

The Influence of Leadership Style, Organizational Commitment and Organizational Culture on Managerial Performance

Based on the results of research assisted by the Statistical Package for The Social Sciences (SPSS) 24 For Windows program, an F_{count} value of 27.863 was obtained and an F_{table} value with a degree of freedom df_2 (nk) or $62-4= 58$. So the results obtained for F_{table} is 2.76 with a significance level of 0.05. Thus $27.863 > 2.76$ or the same as $F_{count} > F_{table}$ which means that H_0 is rejected and H_a is accepted so the hypothesis is supported. Leadership style, organizational commitment and organizational culture together have a significant influence on managerial performance at PT POS Indonesia (Persero) Cirebon Branch.

Leadership style, organizational commitment and organizational culture are important things in order to improve managerial performance in an organization. This is in line with previous research conducted by (A. Pratiwi, Putra, & Kusumastuti, 2019) states that organizational culture, leadership style and organizational commitment together have an influence on managerial performance.

CONCLUSION

Based on data analysis and research results regarding the influence of leadership style, organizational commitment and organizational culture on managerial performance at PT POS Indonesia (Persero) Cirebon Branch, the researcher can conclude that:

Leadership style has a negative and significant effect on Managerial Performance at PT POS Indonesia (Persero) Cirebon Branch. This means that when the leadership style applied tends to decline, managerial performance will be lower. Organizational Commitment has a positive and significant effect on managerial performance at PT POS Indonesia (Persero) Cirebon Branch. This means that when organizational commitment is higher, the influence on managerial performance will be higher. Organizational culture has a positive and significant effect on managerial performance at PT POS Indonesia (Persero) Cirebon Branch. This means that the higher the organizational culture, the higher its influence on managerial performance.

Leadership Style, Organizational Commitment and Organizational Culture simultaneously have a significant influence on managerial performance at PT POS Indonesia (Persero) Cirebon Branch. This means that the variables of leadership style, organizational commitment and organizational culture all have an influence on managerial performance.

SUGGESTION

Researchers are aware that there are still shortcomings, namely limited time for researchers when conducting research and limited variables where there are still several other factors that have an influence on the dependent variable. For this reason, further research is needed on factors that have an influence on managerial performance beyond the variables of leadership style, organizational commitment and organizational culture. In this way, the company will be helped by the academic community by continuing to evaluate all factors that are still lacking for the company's progress. Because managerial performance is a very important factor in the progress of a company, it will be better if managerial performance in the company increases in each company.

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