



Budget Participation And Managerial Performance With Organizational Commitment And Leadership Style As A Moderation

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Abstract

The purpose of this research to know the effect of budgetary participation on managerial performance, whether organizational commitment moderates the effect of budgetary participation on managerial performance and leadership style moderates the effect of budgetary participation on managerial performance. This research uses primary data. The population in this study are managers who work in manufacturing companies in the city of Cilegon, Banten Province. Samples were taken using the purposive sampling method. Data analysis uses linear regression and moderated regression analysis. The result of this study stated that budgetary participation had a positive effect on managerial performance, organizational commitment, and leadership style moderating with the effect of strengthening the effect of budgetary participation on managerial performance.

Keyword: Budgetray participation, organizational commitment, leadership style, and managerial performance

INTRODUCTION

Managerial performance is one of the factors that can increase organizational effectiveness. Mahoney (in Kamilah, 2013) states that manager performance based on the manager's ability to carry out his duties. By measuring performance, it confirmed whether decision making had done appropriately and objectively, where one of the indicators in assessing managerial performance is carried out through an assessment of budget achievement in a company. Budget is a vital element in the planning and control process (Hansen & Mowen, 2011). The budget plays an important role as a management tool for controlling company operations so that the established strategy can be used to achieve company goals. Adi and Mardiasmo (2002) state that the budget has a function as a performance appraisal tool. A person's performance appraisal is determined based on whether or not the budget target is achieved where subordinates are stimulated by the existence of an award (reward) if budget planning is achieved, and sanctions if budget planning is not achieved. Hansen and Mowen (2011) state that in the planning process, budgets require management to plan for the future and encourage company management to develop the overall direction of the organization, anticipate problems, and formulate future policies. Meanwhile, in the control process, the budget provides a limit that can control the use of resources to achieve maximum performance.

Budget participation is a process that describes individuals involved in budgeting and has an influence on budget targets and the need for rewards for achieving these budget targets (Brownell in Erina, 2016). Participation in budgeting is needed because lower-level managers better understand the immediate conditions of their part. The formulation of a budget that is only based on the wishes of the superior without involving subordinates or the absence of budget participation will make subordinates experience difficulty in achieving budget targets or difficulty achieving the set performance standards and vice versa. Brownell (in Kamilah, 2013) states the importance of budget participation and managerial performance, where participation was considered a managerial approach to improve the performance of organizational members.

The budget that has been prepared has a role as planning and as a performance criterion, that is, the budget is used as a control system to measure manager performance. To prevent functional or dysfunctional impacts, attitudes and behavior of organizational members in budgeting, it is necessary to involve management at a lower level so that participatory budgets can be assessed as a managerial approach that can improve the performance of each member of the organization (Kamilah, 2013).

Organizations allow employees to participate in the budgeting process but do not always get positive results such as higher performance or job satisfaction (Vankatesh and Blaskovich, 2012). However, the extant literature on managerial accounting has failed to establish a direct relationship between budget participation and performance, so the results are reported to be positive, negative, and insignificant. (Murray 1990 in Venkatesh and Blaskovich, 2012). Researchers maintain that involving employees in the budgeting process should positively affect their performance (Venkatesh and Blaskovich, 2012). In other words, managers involved in budget participation will better understand budget objectives. Managers will be assessed based on their managerial performance achievements so that managers will be serious in preparing a budget that can improve managerial performance.

Organizational commitment and leadership style are moderating variables, which can strengthen the effect of budget participation on managerial performance (Kamilah, 2013). Organizational commitment is an impetus from within the individual to do something to support the success of the organization under the planned goals and not prioritizing their interests (Weiner in Kamilah, 2013). Organizational commitment is very important for its influence on work to create conducive working conditions so that the organization can run effectively and efficiently. Committees are the willingness to work hard and provide energy and time for a job or activity. Coryanata (in Ridwan, 2017) states that an employee's high organizational commitment in carrying out activities and in budgeting will improve the managerial performance of these employees to achieve the predetermined budget targets. The strong belief that an employee has about the values and goals achieved by the company affects his high participation in the budget for managerial improvement. The research results of Kamilah (2013), Reynalddie (2016), Wiratno (2016), and Gunawan (2015) state that organizational commitment moderates the effect of budget participation on managerial performance. On the contrary, research by Yogantara (2013) states that organizational commitment does not moderate the effect of budget participation on managerial performance.

Leadership style is a behavioral norm used by someone to influence people's behavior (Thoha, 2008). The effectiveness of budget participation is influenced by management leadership style (Fiedler at Kamilah, 2013). Daft (2010) states in Friedler's model that leadership effectiveness depends on the leadership style and the situation faced by the leader. In this case, the leadership style tends to remain inherent in the leader. Thus, the leadership style shown by the leader or manager motivates and directs his subordinates to work better and be responsible

in the budgeting process. The involvement of leaders and employees in the budgeting process or budget participation will increase managerial performance.

The discovery of research gaps illustrates the inequality or inconsistency of the influence of budget participation on managerial performance moderated by organizational commitment and leadership style. This condition then underlies the researcher to conduct a re-assessment to find out more consistent research results regarding the effect of budget participation on managerial performance moderated by organizational commitment and leadership style. The research formulates the following problems:

1. Is there an effect of budget participation on managerial performance?
2. Can organizational commitment moderate the effect of budget participation on managerial performance?
3. Can the leadership style moderate the effect of budget participation on managerial performance?

THEORETICAL FRAMEWORK AND HYPOTHESIS

Budget Participation

The budget that has been prepared by the company has two roles. First, the budget plays a role in planning, namely that the budget contains a summary of the organization's financial plans in the future. Second, the budget acts as a performance criterion, which is used as a control system to measure managerial performance (Sardjito, 2008). Ridwan (2017) states that performance is related to how much the ability of each level of management in a company or all employees to build the company and increase the productivity and performance of the company, both in terms of performance, quality of human resources, or financial performance.

Managerial Performance

Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness, and time. In this study, performance is associated with the concept of management performance based on management functions which include planning, investigation, coordination, evaluation, supervision, staff selection, negotiation, and degradation (Mattola, 2011). Mulyadi (in Ridwan, 2017) stated that performance appraisal was the periodic determination of the operational effectiveness of an organization, its employees based on predetermined goals, standards, and criteria. The organization has run by humans, so performance appraisal is an assessment of human behavior in carrying out the roles they play in the organization. Performance appraisal is carried out to emphasize improper behavior to comply with proper behavior through timely feedback on performance results and awards received.

Organization Commitment

Organizational commitment is the drive from within the individual to do something in order to support the success of the organization in accordance with the goals and prioritize the interests of the organization rather than its own interests (Weiner in Kamilah, 2013). Organizational commitment is very important for its influence on work to create conducive working conditions so that the organization can run effectively and efficiently. It can be said that commitment is the willingness to work hard and provide energy and time for a job or activity.

Leadership Style

Leadership style is a behavioral norm used by a person when that person tries to influence behavior with others as he sees it (Thoha, 2008). Kamilah (2013) states that leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals.

The Effect of Budget Participation on Managerial Performance

Managers who are involved in budget participation will better understand the objective of the budget, consider that managers will be judged based on managerial performance achievement, managers will be serious in budgeting that can lead to increased manager performance. Previous research that examined the effect of budget participation on managerial performance found research gaps. The research results of Kamilah (2013), Reynaldhie (2016), Wiratno (2016), Moheri (2015), Setyawan (2013), and Nuraini (2012) state that budget participation has a positive effect on managerial performance. On the other hand, Gunawan's research (2015) states that budget participation has a negative effect on managerial performance. The research by Ermawati (2017) and Mustika (2011) states that budget participation has no effect on managerial performance. Based on the previous description, the researcher proposes the first hypothesis (H_1) in this study as follows:

H_1 : Budget participation has an effect on managerial performance

Organizational Commitment Moderates the Effect of Budget Participation on Managerial Performance

Organizational commitment is very important for its influence on work to create conducive working conditions so that the organization can run effectively and efficiently. It can be said that commitment is the willingness to work hard and give energy and time to a job. Coryanata (in Ridwan, 2017) states that an employee's high organizational commitment in carrying out activities and in preparing a budget will improve the managerial performance of these employees to achieve the set budget targets. The strong belief that an employee has about the values and goals achieved by the company affects his high participation in the budget for managerial improvement. In other words, managers who have a high level of organizational commitment will have a positive outlook and try to do their best to achieve the company's targets. The research that has been carried out examines the effect of budget participation on managerial performance as moderated by organizational commitment to obtain different results or the existence of research gaps. The research results of Kamilah (2013), Reynaldhie (2016), Wiratno (2016), and Gunawan (2015) state that organizational commitment moderates the effect of budget participation on managerial performance. On the other hand, Yogantara's research (2013) states that organizational commitment does not moderate the effect of budget participation on managerial performance. Based on the previous description, the researcher proposes a second hypothesis (H_2) in this study as follows:

H_2 : Komitmen organisasi memoderasi pengaruh partisipasi anggaran terhadap kinerja manajerial.

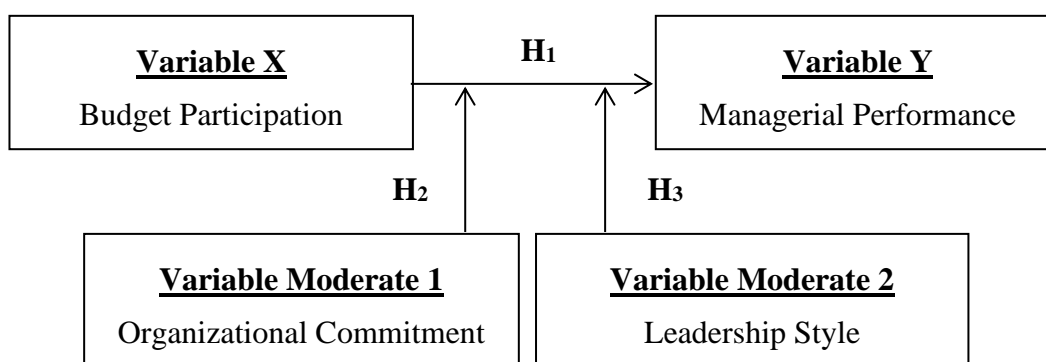
Leadership Style Moderates the Effect of Budget Participation on Managerial Performance

The effectiveness of budget participation is influenced by the management leadership style (Fiedler in Kamilah, 2013). Daft (2010) states in the Friedler model shows that leadership effectiveness depends on the fit between the leadership style and the situation faced by the leader. In this case, the leadership style tends to remain inherent in the leader. Thus, the leadership style shown by the leader or manager motivates and directs his subordinates to work

better and be responsible in the budgeting process. The involvement of budgeting will lead to an increase in managerial performance. The research has been conducted to examine the effect of budget participation on managerial performance as moderated by leadership styles has obtained different results. The research results of Kamilah (2013), Reynaldhie (2016), and Mustika (2011) state that leadership style moderates the effect of budget participation on managerial performance. Meanwhile, Yogantara's research (2013) states that leadership style does not moderate the effect of budget participation on manager performance. Based on the previous description, the researcher proposes the third hypothesis (H_3) in this study as follows:

H_3 : Leadership style moderates the effect of budget participation on managerial performance.

The research model is presented in the following figure to facilitate understanding in this study:



Source: Kamilah (2013), Reynaldhie (2016), Ridwan (2017) and other Researcher

Figure 1. Research Design

RESEARCH METHOD

Population and Sample

The population in this study were managers who worked in manufacturing companies in Cilegon, Banten. The sample was taken using the purposive sampling method, namely the sampling technique based on the researcher's subjective considerations. This consideration is that the sample has information that is relevant to the research phenomenon (variable) including budgetary participation, organizational commitment, leadership style, and managerial performance as follows:

- Middle-level managers include production, marketing, accounting, finance, and operations managers.
- Serve as managerial position for at least 1 year

Object of Research

The object of this research is a manufacturing company operating in the city of Cilegon, Banten Province. The consideration of selecting a manufacturing company as a population in this study is based on the consideration of the character of a manufacturing company that is so complex, namely the existence of a production process ranging from raw materials to finished goods and many accounting posts that allow budgetary slack to be made that makes it easier for lower-level managers in manufacture company to achieve budget targets. It realizes the achievement of budget targets is one indicator in measuring managerial performance.

Data Type

The type of data in this study is primary data, which is in the form of data obtained directly in the field based on a list of questions with direct interviews with production, marketing, accounting, finance, and operational managers who have served at least 1 year in a manufacturing company in Cilegon, Banten.

The Technique of Data Collection

Data collection for this research was carried out through:

1. Library Research

Data collection techniques are based on literature books and research journals related to the problem under study.

2. Field Research

Data collection techniques are carried out directly in the field, field studies in this study were carried out by distributing research questionnaires. The questionnaire is the main tool used in primary data collection, which contains questions related to the object of research and is distributed to research respondents to be filled in and answered by the respondent.

The scale used in distributing this questionnaire uses a Likert scale which is presented in the following table:

Table 1. Likert Scale

Alternative Responses	Weighted Value
Strongly Agree	5
Agree	4
Uncertain	3
Disagree	2
Strongly Disagree	1

Source: Sugiyono (2011:87)

Operational Variable

Research variables are categorized into two variables, namely independent variable, moderator variable and dependent variable. Dependent variable in this study is managerial performance, which is performance based on the manager's ability to carry out his managerial duties (Mahoney in Kamilah, 2013). In this study, managerial performance variables are measured using indicators according to Mahoney (in Kamilah, 2013), including planning, investigation, coordination, evaluation, supervision, staff selection, negotiation, representation, and overall performance have been determined.

The independent variable in this study is budget participation. In this study, the variable of budget participation is measured using indicators including involvement in budget formulation, satisfaction in budget formulation, the intensity of giving opinions when formulating budgets, the effect of proposals given on the final budget, contributions in budget preparation, and intensity of superiors requesting budget proposals (Milani in Prtami, 2016).

Moderator variables include variables of organizational commitment and leadership style. In this study, the variable budget pressure is measured using indicators according to Mowday (in Ridwan, 2017), namely hard effort to make the organization successful, pride in working in the organization, willingness to carry out tasks for the organization, the similarity of individual values to organizational values and concern for the organization. In this study, the variable of leadership style is measured using indicators from Friedl (in Kamilah, 2013), which includes task-oriented or leadership that controls and structures and is relationship-oriented or attentive.

Data Analysis Technique

Descriptive statistics are statistics that are used to analyze data by describing or describing the collected data as is without intending to make general conclusions. Descriptive data presentation can be in the form of tables, frequencies, percentages, and others (Sugiyono, 2013: 206). Descriptive statistics use the SPSS version 20 program. Descriptive statistics are used to determine the frequency and percentage of respondents who have filled out the research questionnaire.

RESULT

Respondent Characteristics

This research took a sample of middle managers who work at manufacturing companies in Cilegon City. As for the manufacturing companies that are willing to be researched with a total of 30 companies, the researchers distributed 150 questionnaires, where each research company distributed 5 research questionnaires for production, marketing, accounting, finance, and operational managers. Of the number of questionnaires distributed, 117 questionnaires were returned or 78% of the questionnaires were not returned and 33 questionnaires were non-returnable or 22%. The returned questionnaires that can be processed or complete in filling the data are 93 questionnaires or 79%. While the questionnaire that cannot be processed due to the incomplete respondent in filling out the statement items contained in the questionnaire is 24 questionnaires or 21%. Thus the number of respondents in this study was 93 respondents who had provided complete research data from the research questionnaire. The characteristics of the 93 respondents who have provided research data are described in the following table:

Table 2. Characteristics of Respondents Based on Gender

No	Gender	Total	Percentage
1	Male	74	80%
2	Female	19	20%
	Total	93	100%

Source: Data primer yang telah diolah, 2019

Based on table 2, it is known that the majority of respondents in this study were dominated by male respondents as many as 74 people or 80% while female respondents were 19 people or 20%. This illustrates that in manufacturing companies, the position of manager is mostly filled by male employees because it is considered that their work requires more physical endurance, better thinking. Meanwhile, female employees who serve as accounting managers and financial managers are generally female employees because they are considered to have better accuracy in their work. Besides, the characteristics of respondents are also based on their age grouping which is presented in the following table:

Table 3. Characteristics Based on Age of Respondents

No	Age	Total	Percentage
1	21 th - 30 th	5	5%
2	31 th - 40 th	47	51%
3	41 th - 50 th	32	34%
4	> 51 th	9	10%
	Total	93	100%

Source: Primary data that has been processed, 2019

Based on table 3, it is known that the majority of respondents in this research were dominated by respondents aged between 31-40 years as many as 47 respondents or 51%, respondents aged 41-50 years were 32 respondents or by 34%, respondents aged more than 51 years as many as 9 respondents or 10% and respondents aged 21-30 years as many as 5 respondents or by 5%. This shows that managers in the mature age category can lead and direct their subordinates and in the productive age category to be able to work more optimally. Besides, the grouping of respondents based on their education level is presented in the following table:

Table 4. Characteristics of Respondents Based on Education Level

No	Education Level	Total	Percentage
1	Elementary	2	2%
2	Junior High School	9	10%
3	Senior High School	23	25%
4	Bachelor Degree	47	51%
5	Master Degree	12	13%
Total		93	100%

Source: Primary data that has been processed, 2019

Based on table 4, it is known that the majority of respondents in this research were dominated by respondents with a final education of undergraduate degree as many as 47 respondents or by 51%, respondents with a senior high school education were 23 respondents or by 25%, respondents with a final education of Bachelor Degree-2 were 12 respondents or 13%, respondents with a final education of junior high school were 9 respondents or by 10% and respondents with a final education of elementary school were 2 respondents or 2%. This shows that respondents are considered to have relatively good job competencies, insights and expertise to be able to work optimally.

Validity Test

The results of the validity test of the statement items on the budget participation variable (variable X) declared valid or invalid are presented in the following table:

Table 5. Validity Test of Budget Participation Variables of Phase I (Var. X)

	Budget Participation (X)	r-count	Description
Pert.1	<i>Pearson Correlation</i>	.532 **	Valid
Pert.2	<i>Pearson Correlation</i>	.140 *	Invalid
Pert.3	<i>Pearson Correlation</i>	.658**	Valid
Pert.4	<i>Pearson Correlation</i>	.589**	Valid
Pert.5	<i>Pearson Correlation</i>	.132 *	Invalid
	Budget Participation (X)	r-count	Description
Pert.6	<i>Pearson Correlation</i>	.567 **	Valid
Pert.7	<i>Pearson Correlation</i>	.607 **	Valid
Pert.8	<i>Pearson Correlation</i>	.221 *	Invalid
Pert.9	<i>Pearson Correlation</i>	.593**	Valid
Pert.10	<i>Pearson Correlation</i>	.583**	Valid

Source: Results of data processing of SPSS Version 20

Based on table 5, it is known that 7 statement items have a value of $r_{\text{count}} > r_{\text{table}}$ (0.3) which is marked with a double asterisk, indicating that the statement item is said to be valid. In addition, it was found that 3 items of statements have a value of $r_{\text{count}} < r_{\text{table}}$ (0.3), indicating that the statement item is said to be "invalid".

Sugiyono (2013: 177) states that if there is an invalid statement item then action can be taken by deleting the statement item or making corrections to the contents of the statement item with others and then spreading it again. Based on these references, the researcher took action to remove invalid statement items for the efficiency of subsequent research steps. Then after taking action by deleting invalid statement items, the results of phase II validity testing on the statement items of the budget participation variable (variable X) are presented in the following table:

Table 6. Validity Test of Budget Participation Variables of Phase II (Var. X)

Budget Participation (X)		r_{count}	Description
Pert.1	<i>Pearson Correlation</i>	.573 **	Valid
Pert.3	<i>Pearson Correlation</i>	.704 **	Valid
Pert.4	<i>Pearson Correlation</i>	.678 **	Valid
Pert.6	<i>Pearson Correlation</i>	.655 **	Valid
Pert.7	<i>Pearson Correlation</i>	.730 **	Valid
Pert.9	<i>Pearson Correlation</i>	.631 **	Valid
Pert.10	<i>Pearson Correlation</i>	.583 **	Valid

Source: Results of data processing of SPSS Version 20

Based on table 4.5, it is known that after removing invalid statement items, the validity test results show that all 7 statement items have a value of $r_{\text{count}} > r_{\text{table}}$ (0.3), indicating that the statement item is said to be valid.

The results of the validity test of the statement items on the organizational commitment variable (variable M₁) declared valid or invalid are presented in the following table:

Table 7. Validity Test of Organizational Commitment Variables Phase I (Var.M₁)

Organizational Commitment (M1)		r_{count}	Description
Pert.1	<i>Pearson Correlation</i>	.637**	Valid
Pert.2	<i>Pearson Correlation</i>	.603**	Valid
Pert.3	<i>Pearson Correlation</i>	.598**	Valid
Pert.4	<i>Pearson Correlation</i>	.033*	Invalid
Pert.5	<i>Pearson Correlation</i>	.678**	Valid
Pert.6	<i>Pearson Correlation</i>	.637**	Valid
Pert.7	<i>Pearson Correlation</i>	.580**	Valid
Pert.8	<i>Pearson Correlation</i>	.623**	Valid
Organizational Commitment (M1)		r_{count}	Description
Pert.9	<i>Pearson Correlation</i>	.714**	Valid
Pert.10	<i>Pearson Correlation</i>	.120*	Invalid

Source: Results of data processing of SPSS Version 20

Based on table 7, it is known that 8 statement items have a value of $r_{\text{count}} > r_{\text{tabel}}$ (0.3) indicating that the statement items are said to be valid. In addition, it was found that 2 statement items had a value of $r_{\text{count}} < r_{\text{tabel}}$ (0.3), indicating that the statement items were said to be "invalid".

Based on the references outlined earlier, the researcher took action to eliminate invalid items. The final results of the validity test on the Organizational Commitment variable (variable M₁) are presented in the following table:

Table 8. Validity Test of Organizational Commitment Variables Phase II (Var. M₁)

Organizational Commitment (M1)		r_{count}	Description
Pert.1	<i>Pearson Correlation</i>	.589**	Valid
Pert.2	<i>Pearson Correlation</i>	.622**	Valid
Pert.3	<i>Pearson Correlation</i>	.626**	Valid
Pert.5	<i>Pearson Correlation</i>	.704**	Valid
Pert.6	<i>Pearson Correlation</i>	.664**	Valid
Pert.7	<i>Pearson Correlation</i>	.627**	Valid
Pert.8	<i>Pearson Correlation</i>	.665**	Valid
Pert.9	<i>Pearson Correlation</i>	.638**	Valid

Source: Results of data processing of SPSS Version 20

Based on table 8, it is known that after removing invalid statement items, the validity test results show that all 8 statement items have a value of $r_{\text{count}} > r_{\text{tabel}}$ (0.3) which is marked with a double asterisk, indicating that the statement item is said to be valid.

The results of the validity test of the statement items on the Leadership Style variable (Variable M₂) declared valid or invalid are presented in the following table:

Table 9. Validity Test of Leadership Style Variables Phase I (Var.M₂)

Leadership Style (M2)		r_{count}	Description
Pert.1	<i>Pearson Correlation</i>	.641**	Valid
Pert.2	<i>Pearson Correlation</i>	.513**	Valid
Pert.3	<i>Pearson Correlation</i>	.607**	Valid
Pert.4	<i>Pearson Correlation</i>	.575**	Valid
Pert.5	<i>Pearson Correlation</i>	.143*	Invalid
Pert.6	<i>Pearson Correlation</i>	.608**	Valid
Pert.7	<i>Pearson Correlation</i>	.513**	Valid
Pert.8	<i>Pearson Correlation</i>	.615**	Valid
Pert.9	<i>Pearson Correlation</i>	.598**	Valid
Pert.10	<i>Pearson Correlation</i>	.129*	Invalid

Source: Results of data processing of SPSS Version 20

Based on table 9, it is known that 8 statement items have a value of $r_{\text{count}} > r_{\text{tabel}} (0.3)$ which is marked with a double asterisk, indicating that the statement item is said to be valid. In addition, 2 items of statements were found with $r_{\text{count}} < r_{\text{tabel}} (0.3)$, indicating that the statement items were said to be "invalid".

Based on the references described earlier, researchers took action to eliminate invalid items to the efficiency of the next research steps with the end result validity test on Leadership Style variables (variables M_2) are presented in the following table:

Table 10. Validity Test of Leadership Style Variables Phase II (Var. M_2)

Leadership Style (M_2)		r_{count}	Description
Pert.1	<i>Pearson Correlation</i>	.600**	Valid
Pert.2	<i>Pearson Correlation</i>	.537**	Valid
Pert.3	<i>Pearson Correlation</i>	.645**	Valid
Pert.4	<i>Pearson Correlation</i>	.586**	Valid
Pert.6	<i>Pearson Correlation</i>	.689**	Valid
Pert.7	<i>Pearson Correlation</i>	.557**	Valid
Pert.8	<i>Pearson Correlation</i>	.630**	Valid
Pert.9	<i>Pearson Correlation</i>	.619**	Valid

Source: Results of data processing of SPSS Version 20

Based on table 10, it is known that the validity test results show that all 8 statement items have a value of $r_{\text{count}} > r_{\text{tabel}} (0.3)$ indicating that the statement item is said to be valid.

The results of the validity test of the statement items on the Managerial Performance variable (variable Y) are declared valid or invalid and are presented in the following table:

Table 11. Validity Test of Managerial Performance Variables (Var.Y)

Managerial Performance (Y)		r_{count}	Description
Pert.1	<i>Pearson Correlation</i>	.640**	Valid
Pert.2	<i>Pearson Correlation</i>	.664**	Valid
Pert.3	<i>Pearson Correlation</i>	.096*	Invalid
Pert.4	<i>Pearson Correlation</i>	.610**	Valid
Pert.5	<i>Pearson Correlation</i>	.576**	Valid
Pert.6	<i>Pearson Correlation</i>	.638**	Valid
Pert.7	<i>Pearson Correlation</i>	.565**	Valid
Pert.8	<i>Pearson Correlation</i>	.074*	Invalid
Pert.9	<i>Pearson Correlation</i>	.659**	Valid
Managerial Performance (Y)		r_{count}	Description
Pert.10	<i>Pearson Correlation</i>	.644**	Valid

Source: Results of data processing of SPSS Version 20

Based on table 11, it is known that 8 statement items have a value of $r_{\text{count}} > r_{\text{tabel}} (0.3)$ which is marked with a double asterisk, indicating that the statement item is said to be valid. Besides, 2 items of statements were found with $r_{\text{count}} < r_{\text{tabel}} (0.3)$, indicating that the statement items were said to be "invalid".

The final results of the validity test on the Managerial Performance variable (variable Y) are presented in the following table:

Table 12. Validity Test of Managerial Performance Variables Phase II (Var. Y)

	Managerial Performance (Y)	$r_{\text{-count}}$	Description
Pert.1	<i>Pearson Correlation</i>	.685 **	Valid
Pert.2	<i>Pearson Correlation</i>	.693 **	Valid
Pert.4	<i>Pearson Correlation</i>	.655 **	Valid
Pert.5	<i>Pearson Correlation</i>	.601 **	Valid
Pert.6	<i>Pearson Correlation</i>	.677 **	Valid
Pert.7	<i>Pearson Correlation</i>	.593 **	Valid
Pert.9	<i>Pearson Correlation</i>	.651 **	Valid
Pert.10	<i>Pearson Correlation</i>	.684 **	Valid

Source: Results of data processing of SPSS Version 20

Based on table 12, it is known that after removing invalid statement items, the validity test results show that all 8 statement items have a value of $r_{\text{-count}} > r_{\text{-table}}$ (0.3) which is marked with a double asterisk, indicating that the statement item is said to be valid.

Reliability Test

Reliability test shows the extent to which the results of a measurement can be trusted, reliable in measurement. Reliability test uses Cronbach's Alpha on the output of SPSS version 20. Nunnally in Ghozali (2011:48) states that if $\text{cronbachalpha} > 0,70$, the research instrument is declared reliable. The results of the research instrument reliability test on the Budget Participation variable (variable X) are presented in the following table:

Table 13. Reliability Test of Budget Participation Variables (Variable X)

Reliability Statistics	
Cronbach's Alpha	N of Items
.774	7

Source: Results of data processing of SPSS Version 20

Based on table 13, it is known that cronbach's alpha budget participation variable (variable X) shows a value of $0.774 \geq 0.7$, so it can be concluded that the budget participation variable questionnaire is reliable.

The results of the research instrument reliability test on the organizational commitment variable (variable M_1) are presented in the following table:

Table 14. Reliability Test of Organizational Commitment Variables (Variabel M_1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.796	8

Source: Results of data processing of SPSS Version 20

Based on table 14, it is known that the cronbach's alpha variable organizational commitment (variable M₁) shows a value of $0.796 \geq 0.7$, so it can be concluded that the organizational commitment variable questionnaire is reliable.

The results of the research instrument reliability test on the leadership style variable (variable M₂) are presented in the following table:

Table 15. Reliability Test of Leadership Style Variable (Variable M₂)

Reliability Statistics	
Cronbach's Alpha	N of Items
.756	8

Source: Results of data processing of SPSS Version 20

Based on table 15, it is known that cronbach's alpha leadership style variable (variable M₂) shows a value of $0.756 \geq 0.7$, so it can be concluded that the variable Leadership Style questionnaire is reliable.

The results of the research instrument reliability test on the Managerial Performance variable (variable Y) are presented in the following table:

Table 16. Uji Reliabilitas Variabel Kinerja Manajerial (Variable Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
.810	8

Source: Results of data processing of SPSS Version 20

Based on table 16, it is known that cronbach's alpha managerial performance variable (variable Y) shows a value of $0.810 \geq 0.7$, so it can be concluded that the Managerial Performance variable questionnaire is reliable.

Classic Assumption Test

This research uses two regression equation models. The first model using simple linear regression analysis with the classic assumption test indicator only the normality test. The second model uses Moderated Regression Analysis (MRA) with classic assumption test indicators consist of the normality test, multicollinearity test, and heteroscedasticity test. The results of the classical assumption test for the research model are described below.

Normality Test

The data normality test used the One Sample Kolmogorov Smirnov test. The results of the data normality test are presented in the following table:

**Table 17. Normality Test Model 1
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		93
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	4.83968135
Most Extreme Differences	Absolute	.054

	Positive	.031
	Negative	-.054
Kolmogorov-Smirnov Z		.522
Asymp. Sig. (2-tailed)		.948

a. Test distribution is Normal.

b. Calculated from data.

Source: Results of data processing of SPSS Version 20

Based on table 17, it is known that the normality of the data is shown by the Asymp value. Sig (2-tailed) of 0.948 \geq alpha (0.05), it can be concluded that the data is normally distributed. The results of the data normality test in model 2 are presented in the following table:

Table 18. Normality Test Model 2
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		93
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	4.80515461
Most Extreme Differences	Absolute	.064
	Positive	.038
	Negative	-.064
Kolmogorov-Smirnov Z		.615
Asymp. Sig. (2-tailed)		.843

a. Test distribution is Normal.

b. Calculated from data.

Source: Results of data processing of SPSS Version 20

Based on table 18, it is known that the normality of the data is shown by the Asymp value. Sig (2-tailed) of 0.843 \geq alpha (0.05), it can be concluded that the data in model 2 is normally distributed.

Multicollinearity Test

The multicollinearity test is used to determine whether the regression model finds a correlation between independent variables. The multicollinearity test in this reserach is only used for model 2. Symptoms of multicollinearity in research data can be detected by the VIF (variance inflation factors) value and tolerance value. The results of the multicollinearity test data in model 2 are presented in the following table:

Table 19. Multicollinearity Test Model 2
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Partisipasi Anggaran (X)	.986	1.015
	Komitmen Organisasi (M1)	.990	1.010
	Gaya Kepemimpinan (M2)	.976	1.025

a. Dependent Variable: Kinerja Manajerial (Y)

Source: Results of data processing of SPSS Version 20

Based on table 19, it is known that the VIF value of the budget participation variable (variable X) is 1.015, the VIF value of the organizational commitment variable (variable M₁) is 1.010 and the VIF value of the Leadership Style variable (variable M₂) is 1.025. If the VIF value is between the numbers 1-10, then the model is declared to be avoided or free from multicollinearity symptoms. In addition, it is known that the tolerance value for the budget participation variable (variable X) is 0.986, the organizational commitment variable (variable M₁) is 0.990 and the leadership style variable (variable M₂) is 0.976. If the tolerance value is ≥ 0.10 , then model 2 is declared free of multicollinearity symptoms.

Heteroscedasticity Test

Heteroscedasticity arises due to the inequality of the residual variance from one observation to another. The heteroscedasticity test in this research was only used for model 2. The results of the heteroscedasticity test for data model 2 are presented in the following table:

Table 20. Heteroscedasticity Test Model 2

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	2.385	2.438		.978	.331
1	Partisipasi Anggaran (X)	.012	.069	.018	.174	.862
	Komitmen Organisasi (M1)	-.018	.061	-.030	-.287	.775
	Gaya Kepemimpinan (M2)	.074	.066	.119	1.119	.266

a. Dependent Variable: Abresid

Source: Results of data processing of SPSS Version 20

Based on table 20, it is known that each independent variable has a significance value \geq alpha (0.05), where the significance value of Budget Participation (variable X) is 0.862, the Organizational Commitment variable (variable M₁) is 0.775 and the Leadership Style variable (variable M₂) is 0.266, then model 2 can be declared symptom free heteroscedasticity.

Simultaneous Significance Test

A simultaneous significance test is used to test whether all independent variables in the model have a simultaneous influence on fixed variables. The F test was performed by comparing the significant values with alpha (0.05). If the significance $>$ alpha (0.05), then Ho is accepted and Ha is rejected and vice versa (Ghozali, 2011).

In this research, the F test was only carried out in model 2 considering that the variable remains influenced by more than two variables, namely the Budget Participation variable (variable X), Organizational Commitment (variable M₁), and Leadership Style (variable M₂). The results of the simultaneous significance test in model 2 are presented in the following table:

Table 21. Simultaneous Significance Test

Model	ANOVA ^a				
	Sum of Squares	df	Mean Square	F	Sig.

	Regression	373.535	5	74.707	3.363	.008 ^b
1	Residual	1932.918	87	22.217		
	Total	2306.453	92			

a. Dependent Variable: Kinerja Manajerial (Y)

b. Predictors: (Constant), Moderasi_2, Komitmen Organisasi (M1), Gaya Kepemimpinan (M2), Moderasi_1, Partisipasi Anggaran (X)

Source: Results of data processing of SPSS Version 20

Based on table 21, it is known that the F_{count} value is 3.363 and the significant value is 0.008. The value of F_{table} can be found with the formula $df = n (93) - k (3) - 1 = 89$ of 2.712, where n = number of samples, k = number of independent variables and 1 = number of fixed variables. If the value of F_{count} (3.363) > F_{table} (2.712) and Significance (0.008) < alpha (0.05), then H_0 is rejected and H_a is accepted. This means that the variables of Budget Participation, Organizational Commitment and Leadership Style have a simultaneous effect on Managerial Performance. Thus the research model is declared to meet the eligibility indicators of the goodness of the research model or goodness of fit.

Uji Koefisien Determinasi

The coefficient of determination is used to measure the ability of the model to explain the variation in the dependent variable or the percentage of influence of the independent variable on the fixed variable (Ghozali, 2011). The coefficient of determination is expressed as a known percentage of the value of Adjusted R Square, where the value of Adjusted R Square is the value of R Square that has been adjusted or estimated with the standard error in this research of 5% (0.05). The results of the coefficient of determination test in this research consist of model 1 and model 2. The results of the coefficient of determination for model 1 are presented in the following table:

Table 22. Determination Coefficient Test (Model 1)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.256 ^a	.066	.055	4.866200

a. Predictors: (Constant), Partisipasi Anggaran (X)

b. Dependent Variable: Kinerja Manajerial (Y)

Source: Results of data processing of SPSS Version 20

Based on table 22, it is known that the Adjusted R Square value in model 1 is 0.055. This shows that the variation in the Managerial Performance variable can be explained by 5.5% by the Budget Participation variable while the remaining 94.5% is explained by other variables not examined. The results of the coefficient of determination for model 2 are presented in the following table:

Table 23. Determination Coefficient Test (Model 2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402 ^a	.162	.114	4.713539

a. Predictors: (Constant), Moderasi_2, Komitmen Organisasi (M1), Gaya Kepemimpinan (M2), Moderasi_1, Partisipasi Anggaran (X)

Source: Results of data processing of SPSS Version 20

Based on table 23, it is known that the Adjusted R Square value in model 2 is 0.114. This shows that the variation in the Managerial Performance variable can be explained by 11.4% by Budget Participation, Organizational Commitment, and Leadership Style while the remaining 88.6% is explained by other variables not examined.

Linear Regression Analysis

Linear regression analysis is used to predict the regression coefficient value of research variables as a basis for being able to compile a mathematical equation for the research model. In addition, linear regression analysis is also used to determine the t_{count} value as a basis for testing the hypotheses proposed in this research.

Simple Linear Regression Analysis

Simple linear regression analysis is used to predict the regression coefficient value of the research variables in model 1, namely the Managerial Performance variable (variable Y) and the Budget Participation variable (variable X). Besides, simple linear regression analysis is also used to determine the value of t-count as a basis for testing the research hypothesis. The results of simple linear regression analysis in model 1 is presented in the table as follows:

Table 24. Hasil Analisis Regresi Linear Sederhana Model 1

Model		Unstandardized Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	16.832	2.195		7.668	.000
	Partisipasi Anggaran (X)	.288	.114	.256	2.530	.013

a. Dependent Variable: Kinerja Manajerial (Y)

Source: Results of data processing of SPSS Version 20

Based on table 24, the simple linear regression equation in model 1 is as follows:

$$Y = 16,832 + 0,288 X + 4.866 e \dots\dots\dots\text{Model 1}$$

Description:

- Y = Managerial Performance
- a = Constants
- β_i = Variable Regression Coefficient
- X = Budget Participation
- e = Standart Error

Based on the simple linear regression equation in model 1, the following conclusions can be drawn:

1. A constant of 16,832 indicates that if there is no increase or decrease in Budget Participation, the value of Managerial Performance is 16,832 percent
2. The Budget Participation regression coefficient of 0,288 indicates that each increase in Budget Participation by 1 percent will increase Managerial Performance by 0,288 percent.
3. The standard error coefficient is 4,866 with an error tolerance level or alpha of 5% (0.05) indicating that the error rate in this research is 4,866 percent.

Moderated Regression Analysis (MRA)

Moderated regression analysis (MRA) or interaction test is a special application of multiple regression, where the regression equation contains an element of interaction (multiplication of two or more independent variables which is called the moderation effect). As with linear regression analysis in general, MRA is used to predict the value of the regression coefficient variables in the research model (model 2), namely Managerial Performance (variable Y), Budget Participation (variable X), Organizational Commitment (variable M₁) and Leadership Style (variable M₂) as a basis for compiling a regression model 2 mathematical equation. Besides, MRA analysis is also used to determine the t-count and significance value in the research model as a basis for hypothesis testing. The results of the Moderated Regression Analysis (MRA) in model 2 are presented in the following table:

Table 25. Result of Moderated Regression Analysis (MRA) Model 2

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	39.871	7.701		5.177	.000
Partisipasi Anggaran (X)	-.840	.397	-.747	-2.113	.037
1 Komitmen Organisasi (M1)	-.616	.230	-.615	-2.675	.009
Gaya Kepemimpinan (M2)	-.353	.188	-.329	-1.876	.064
Moderasi_1	.026	.011	.752	2.322	.023
Moderasi_2	.021	.010	.561	2.134	.036

a. Dependent Variable: Kinerja Manajerial (Y)

Source: Results of data processing of SPSS Version 20

Based on table 25, the Moderated Regression Analysis (MRA) equation in model 2 is as follows:

$$Y = 39,871 - 0,840 X - 0,616 M_2 - 0,353 M_2 + 0,026 \text{ Moderasi } 1 + 0,021 \text{ Moderasi } 2 + 4.713 e \dots\dots\dots \text{Model } 2$$

Description :

- Y = Managerial Performance
- a = Constants
- β_i = Variable Regression Coefficient
- X = Budget Participation
- M₁ = Organizational Commitment
- M₂ = Leadership Style
- e = Standart Error

Based on the Moderated Regression Analysis (MRA) equation in model 2, the following conclusions can be drawn:

1. A constant of 39,871 indicates that if there is no increase or decrease in budget participation, organizational commitment, and leadership style, then the value of managerial performance is 39,871 percent.
2. The regression coefficient of budget participation of -0,840 indicates that every 1 percent increase in budget participation will reduce managerial performance by 0,840 percent.
3. Organizational commitment regression coefficient of -0,616 indicates that each increase in organizational commitment by 1 percent, it will reduce managerial performance by 0,616 percent.

4. The Leadership Style regression coefficient of -0,353 shows that every increase in leadership style by 1 percent, it will reduce managerial performance by 0,353 percent.
5. The regression coefficient of organizational commitment moderation effect of 0,026 indicates that each increase in the moderating effect of organizational commitment by 1 percent, it will increase managerial performance by 0,026 percent.
6. The regression coefficient of the moderation effect of the leadership style of 0,021 indicates that each increase in the moderation effect of the leadership style is 1 percent, it will increase managerial performance by 0,021 percent.
7. The standard error coefficient of 4,713 with an error tolerance level or alpha of 5% (0,05) indicates that the error rate in this study was 4,713 percent.

Hypothesis Test

1. First Hypothesis (H₁)

Based on the hypothesis testing criteria, if $t_{\text{count}} \geq t_{\text{table}}$ ($2,530 \geq 1,662$), then H_{01} is rejected and H_{a1} is accepted. This means that budget participation has a positive effect on managerial performance. Besides, a significant value of 0.013 indicates that the model is significant, because of the sig. budget participation ($0.013 \leq \alpha$ (0.05)). Thus, the first hypothesis (H₁) that the researcher proposes is proven to be accepted.

2. Second Hypothesis (H₂)

Based on the hypothesis testing criteria, if $t_{\text{count}} \geq t_{\text{table}}$ ($2,155 \geq 1,662$), then H_{02} is rejected and H_{a2} is accepted. This means that organizational commitment moderates by strengthening the influence of budget participation on managerial performance. Besides, a significant value of 0.023 indicates that the model is significant because of the sig. organizational commitment ($0.023 \leq \alpha$ (0.05)). Thus, the second hypothesis (H₂) which the researcher proposes is proven to be accepted.

3. Third Hypothesis (H₃)

Based on the hypothesis testing criteria, if $t_{\text{count}} \geq t_{\text{table}}$ ($2,134 \geq 1,662$), then H_{03} is rejected and H_{a3} is accepted, meaning that the leadership style moderates by strengthening the influence of budget participation on managerial performance. In addition, a significant value of 0.036 indicates that the model is significant, because the sig. leadership style ($0.036 \leq \alpha$ (0.05)). Thus, the third hypothesis (H₃) that the researcher proposes is proven to be accepted.

DISCUSSION

The Effect of Budget Participation on Managerial Performance

The results of testing the first hypothesis (H₁), it is known that budget participation has a positive effect on Managerial Performance. These results are based on the hypothesis testing criteria, if $t_{\text{count}} \geq t_{\text{table}}$ ($2,530 \geq 1,662$), then H_{01} is rejected and H_{a1} is accepted. Besides, it is known that the results of this research are in line with previous research conducted by Kamilah (2013), Reynaldhie (2016), Wiratno (2016), Moheri (2015), and Setyawan (2013) state that Budget participation has a positive effect on managerial performance.

The role of the budget in a company includes planning and performance criteria, namely the budget is used as a control system to measure manager performance. Sardjito (2008) states that the budget plays a role in planning, namely that it contains a summary of the organization's financial plans in the future. Second, the budget acts as a performance criterion, that is, the budget is used as a control system to measure managerial performance. Ridwan (2017) states

that performance is related to how much the ability of each level of management or each employee is in building the company, increasing productivity and company performance both in terms of human resource quality performance as well as financial performance.

Efforts to formulate a good budget require the participation of all company members. Parties who participate in budgeting are divided into two groups, namely company owners (principal) and company management (agents). Participation in the budgeting of a company is expected to be able to help the budgeting process to achieve good results or results that are in line with the target (Ardin, 2017). Participation in budgeting is a process that describes individuals involved in budgeting and has an influence on budget targets and the need for rewards for achieving these budget targets (Brownell in Erina, 2016).

Supriyono (in Kamilah, 2013) states that participatory budgeting is a budget preparation process that involves every manager of the accountability center and they have the opportunity to explain and provide reasons for the proposed budget. The involvement of individuals (lower-level managers) can increase their responsibility to carry out decisions to achieve optimal performance. The importance of budget participation is needed in a company because it is the lower-level managers who better understand the direct conditions of their part. The formulation of a budget that is only based on the will of the superior without involving subordinates or not participating in budgeting will make subordinates experience difficulties in achieving budget targets or difficulty achieving the set performance standards and vice versa. The importance of budget participation with managerial performance, participation is assessed as a managerial approach that can improve the managerial performance of the company's human resources, especially managers.

Organizational Commitment Moderates the Effect of Budget Participation on Managerial Performance

The results of testing the second hypothesis (H_2) show that organizational commitment moderates by strengthening the effect of budget participation on managerial performance. These results are based on the hypothesis testing criteria, if $t_{\text{count}} \geq t_{\text{table}}$ ($2,155 \geq 1,662$), then H_02 is rejected and H_{a2} is accepted. Also, it is known that the results of this research are in line with the research of Kamilah (2013), Reynaldhie (2016), Wiratno (2016), and Gunawan (2015) which states that organizational commitment moderates the effect of budget participation on managerial performance.

Organizational commitment is an impetus from within the individual to do something to support the success of the organization according to the goals that have been planned and not prioritize their interests (Weiner in Kamilah, 2013). Organizational commitment is very important for its influence on work to create conducive working conditions so that the organization can run effectively and efficiently. It can be said that commitment is the willingness to work hard and give energy and time to a job. Coryanata (in Ridwan, 2017) states that an employee's high organizational commitment in carrying out activities and in preparing a budget will increase the managerial performance of these employees to achieve the set budget targets.

The strong belief that an employee has in the values and goals of the company reflects his commitment to the company organization so that it can influence his participation in the budgeting process as accurately as possible. In other words, managers who have a high level of organizational commitment will have a positive outlook and try to do their best to achieve company targets and improve the managerial performance of the manager concerned.

Leadership Style Moderates the Effect of Budget Participation on Managerial Performance

The results of testing the third hypothesis (H_3) show that leadership style moderates by strengthening the effect of budget participation on managerial performance. These results are based on the hypothesis testing criteria, if $t_{\text{count}} \geq t_{\text{table}}$ ($2,134 \geq 1,662$), then H_{03} is rejected and H_{a3} is accepted. Also, it is known that the results of this research are in line with previous research conducted by Kamilah (2013), Reynaldhie (2016), Yogantara (2013), and Mustika (2011) which state that leadership style moderates the effect of budget participation on managerial performance.

Leadership style is a behavioral norm used by a person when that person tries to influence behavior with others as he sees it (Thoha, 2008). The effectiveness of budgeting participation is strongly influenced by the management leadership style (Fiedler in Kamilah, 2013). Daft (2010) states in the Fiedler model which shows that leadership effectiveness depends on the fit between the leadership style and the situation faced by the leader. In this case, the leadership style tends to remain inherent in the leader. Thus, the leadership style shown by the leader or manager motivates and directs his subordinates to work better and be responsible in the budgeting process. The involvement of budgeting will lead to an increase in managerial performance.

CONCLUSIONS

Conclusion

Based on the results of research and discussion, the authors draw the following conclusions:

1. Budget participation has a positive effect on managerial performance. The involvement of lower-level managers in budgeting or budget participation, given that lower-level managers better understand the direct conditions of their parts so they can propose budgets so that managers can achieve budget targets that have been jointly formulated and set by the company. In other words, budget participation will lead to an increase in managerial performance. The results of this research are consistent with previous research conducted by Kamilah (2013), Reynaldhie (2016), Wiratno (2016), Moheri (2015), and Setyawan (2013) which stated that Budget Participation has a positive effect on managerial performance.
2. Organizational commitment moderates with the effect of strengthening the effect of budget participation on managerial performance. Managers who have a high organizational commitment or have an orientation to improve the performance of the company where they work in carrying out their job duties, one of them is involved in budgeting will improve managerial performance to achieve budget targets. The results of this research are in line with the research of Kamilah (2013), Reynaldhie (2016), Wiratno (2016), and Gunawan (2015) which state that organizational commitment moderates the effect of budget participation on managerial performance.
3. Leadership style moderates with the effect of strengthening the effect of budget participation on managerial performance. A leadership style is shown by a leader or manager who motivates and directs his subordinates to work better and be responsible in the budgeting process. The leadership style of the leadership and subordinates, in this case, the lower-level managers in the budget preparation process or budget participation, can lead to increased managerial performance. The results of this research are consistent with the research of Kamilah (2013), Reynaldhie (2016), Yogantara (2013), and Mustika (2011) states that leadership style moderates the effect of budget participation on managerial performance.

Suggestion:

Based on the conclusions in this study, the authors try to provide the following suggestions:

1. The management of the company is expected to strengthen the organizational commitment of managers by giving appreciation for the work performance they have achieved, both in the form of financial compensation and non-financial compensation so that managers have more commitment to the organization because they feel appreciated and cared for by management so that they can improve manager performance.
2. Further researchers can research by adding other variables that also affect managerial performance such as Job Relevant Information (JRI), budget adequacy, organizational culture, decentralization, and others that may affect managerial performance and expand the research area, this is necessary to increase the accuracy of the results obtained in the future.

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