

ABSTRACT

National economic growth in Indonesia that is planned by the government must be accompanied by growth in regional development to reduce inequality and increase the quality of competitive human resources. The development of transportation infrastructure such as toll roads is one of the government's flagship programs to develop people's welfare. In order for toll road companies to grow and develop in business competition, effective and efficient management is required. Not only with large funding sources, but supported by intensive, planned and measured coaching for all its employees. To be able to carry out all of that, a manager who can control the organization is needed so that the company can have a competitive advantage. One of the competitive advantages that can be created by the company is an increase in managerial performance.

This study analyzes the effect of budget participation, leadership style, and organizational culture on managerial performance with work motivation as a moderating variable in toll road subsidiaries. The data collection technique used a questionnaire survey method with 200 respondents with a purposive sampling method. The sampling technique criteria are employees who have a role in budgeting in each company. The questionnaire was sent online through the Google Form application by sharing the URL link address with the help of a manager at each company. From a sample of 200 people, only 183 people filled out the questionnaire. Test the research instrument with Bias Non Response Test, Validity Test and Reliability Test with IBM SPSS Statistic 23 software. Data is processed using analysis techniques, namely the Partial Least Square (PLS) approach with SmartPLS 3 software.

The results showed that budget participation did not significantly influence work motivation. Leadership style has a significant effect on work motivation. Organizational culture has a significant effect on work motivation. This study also shows that budget participation has a significant effect on managerial performance. Leadership style does not have a significant effect on managerial performance. Organizational culture has a significant effect on managerial performance. The results of this study also indicate that work motivation has a significant effect on managerial performance.

Keywords: budgetary participation, leadership style, organizational culture, work motivation and managerial performance.