

The Influence of Organizational Culture, Organizational Structure, and Information Technology on Managerial Performance

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ABSTRACT

Managerial performance is defined as one of the important factors in a company, because increasing managerial performance is expected to improve company performance. Managerial performance obtained by managers is also a factor that can be used to increase company effectiveness, managerial performance shows management's ability to carry out management functions which are business activities, which of course always involve decision making. This research aims to determine the influence of organizational culture, organizational structure and information technology on managerial performance. The type of data used in this research is primary data obtained from respondents' answers to a questionnaire submitted to winaya mukti university in bandung. the analytical method used is multiple linear regression analysis. data processing was carried out using spss version 22 for windows software with the spearman rank correlation analysis method. the research results show that organizational culture influences managerial performance, organizational structure influences managerial performance and information technology influences managerial performance.

ARTICLE INFO

Article history:

Submitted: 17 January 2025

Accepted: 14 February 2025

Published: 30 April 2025

Keyword:

Organizational Culture,
Organizational Structure,
Information Technology,
Managerial Performance

To cite this article (APA Style):

Adrian, M. I. and Ikram, S. (2025). The Influence of Organizational Culture, Organizational Structure, and Information Technology on Managerial Performance. *JASa : Jurnal Akuntansi, Audit dan Sistem Informasi Akuntansi*. Vol 9 (1), p. 21-32.

<https://doi.org/10.36555/jasa.v9i1.2754>

INTRODUCTION

Performance is an important factor used to measure the effectiveness and efficiency of an organization where performance refers to the level of achievement of tasks that make up a job during a certain period of time. Robbins & Judge (2019). The Ministry of Education, Culture, Research and Technology (Kemendikbudristek) revoked several campus permits, one of which was the revocation of high school permits in Bekasi City, based on a letter sent by the Ministry of Education and Culture regarding high school administrative sanctions. In the letter it was written that an administrative violation was found which resulted in the high school being subject to heavy administrative sanctions in the form of revocation of the permit to establish the higher education. The Ministry of Education and Culture said that based on the higher education performance evaluation (EKPT) at this high school, several facts were found, firstly buying and selling diplomas, secondly fictitious learning, (Supriyanto, 2023).

There are five universities (PT) operating in West Java (Jabar) that have closed after their permits were revoked by the Ministry of Education and Culture. The five campuses that were closed were spread across the Bandung, Tasikmalaya, Bogor areas. The revocation of permits was confirmed by the head of the higher education service institution (LLDIKTI) Region IV West Java-Banten, Samsuri, in his official statement. Samsuri explained that from the end of 2022 to the beginning of 2023 there were five (private) universities whose operational permits had been revoked by the central government (Asih, 2023).



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According to Robbins & Judge (2016) organizational culture shows how workers view the characteristics of organizational culture, not whether they like it, and basically organizational culture refers to a system of various meanings carried out by all members which will differentiate the organization from other organizations. According to Sulaksono (2019) organizational culture is any form of association between two or more people who work together for a common goal and are formally bound in an alliance where there is always a relationship between a person or group of people who are called leaders and a person or group of people who are called leaders and one or another person called a subordinate. Organizational structure refers to the division of labor as well as coordination, communication, workflow, and formal power that directs organizational activities (McShane & Glinow, 2018). Affandi (2017) states that information technology refers to all forms of technology used to create, store, change and use information in all its forms. A computer is an electronic device that is capable of carrying out tasks such as receiving input, processing input according to its program, storing commands and processing results, providing output in the form of information.

Surya's (2022) research results show that organizational culture has a significant effect on employee performance. Research conducted by Pusfitalisya & Wati (2020) shows that organizational culture has a positive effect on managerial performance, then other research by Sinaga et al (2020) shows that organizational culture has a significant effect on managerial performance, other research shows that organizational culture has an effect on managerial performance (Agustin, 2019) . The results of research conducted by Badu et al (2019) show that Organizational Structure (X1) has a positive effect on Managerial Performance. Furthermore, research conducted by Sutrisno (2017) shows that organizational structure has a significant effect on employee performance. The results of research conducted by Saptoro & Gunawan, (2018) show that there is a significant influence of information technology on managerial performance. Then Nengsy's research (2018) said that information technology had an effect on managerial performance, then another research conducted by Yunita & Sabaruddinsah, (2022) said that information technology had a positive and significant effect on managerial performance.

Research Objectives

1. To find out and analyze the influence of Organizational Culture on Managerial Performance.
2. To find out and analyze the influence of Organizational Structure on Managerial Performance.
3. To find out and analyze the influence of Information Technology on Managerial Performance.

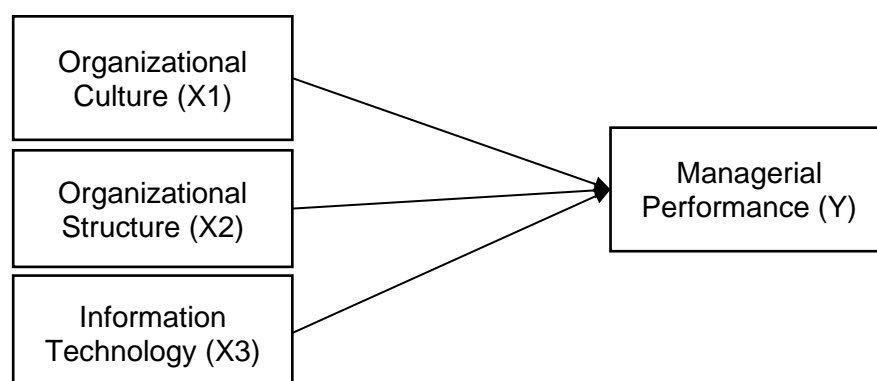


Figure 1. Research Paradigm

Source: thesis research 2025

Research Hypothesis

Based on the description of the relationship that has been explained and supported by the results of previous research, the researcher formulated the research hypothesis as follows:

- Hypothesis 1: There is an influence of Organizational Culture on Managerial Performance.
- Hypothesis 2: There is an influence of Organizational Structure on Managerial Performance.
- Hypothesis 3: There is an influence of Information Technology on Managerial Performance.

METHODS

In research using a population at the manager level (top management, middle managers and lower managers) the type of data used in the research is quantitative. The data collection method in this research is the primary data collection method. The data source comes from upper, middle and lower level managers at Widyatama University. Table 1 displays the criteria used to select the population in this study. To ensure validity and reliability, steps were taken such as checking the consistency of data from various sources and analyzing data completeness. In addition, the collected data will be processed using quantitative analysis methods such as regression or statistical tests. The validity of research results is also supported by testing research variables that have been clearly defined, including independent and dependent variables.

Table. 1 Winaya Mukti University Research Population

No	Population of top manager level (top manager), middle manager (middle manager) and first line manager (low manager) Winaya Mukti University	Amount
1	Vice Chancellor	2
2	Chancellor's secretary	2
3	University senate	8
4	Head of the academic and student affairs administration bureau	1
5	Secretary to the head of the academic and student affairs administration bureau	1
6	Head of non-academic administration bureau	1
7	Secretary to the head of the non-academic administration bureau	1
8	Dean	4
9	Deputy Dean	4
10	Chairman of SPMI and secretary	2
11	Chairman of LKPKM and secretary	2
12	Chairman of LPPM and secretary	2
13	Head of faculty academic and non-academic administration	8
14	Head of UPT	2
Amount		40

Source: Winaya Mukti university organizational structure 2024

In this study, the author did not use a research sample, but instead directly addressed the population of managers at the top (top manager), middle (middle manager) and first line (low manager) levels at Winaya Mukti University. It is expected that 40 questionnaires will be returned. The analysis method used is multiple linear regression analysis. Data processing was carried out using SPSS version 22 for Windows software with the

Spearman rank correlation analysis method, with the classic assumption test

RESULTS AND DISCUSSION

Results of Test of Validity (Test of Validity / Legitimacy / Validity)

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire can reveal something that the questionnaire will measure.

Table. 2 Validity Test Results

Variable		Validity		
		pcount	ptable	Conclusion
Organizational culture	BO1	0,312	.720**	Valid
	BO2	0,312	.727**	Valid
	BO3	0,312	.702**	Valid
	BO4	0,312	.661**	Valid
	BO5	0,312	.597**	Valid
	BO6	0,312	.634**	Valid
Organizational structure	SO1	0,312	.895**	Valid
	SO2	0,312	.854**	Valid
	SO3	0,312	.923**	Valid
	SO4	0,312	.842**	Valid
	SO5	0,312	.781**	Valid
Information Technology	TI1	0,312	.542**	Valid
	TI2	0,312	.689**	Valid
	TI3	0,312	.796**	Valid
	TI4	0,312	.850**	Valid
	TI5	0,312	.817**	Valid
	TI6	0,312	.835**	Valid
Managerial Performance	KM1	0,312	.705**	Valid
	KM2	0,312	.689**	Valid
	KM3	0,312	.553**	Valid
	KM4	0,312	.845**	Valid
	KM5	0,312	.708**	Valid
	KM6	0,312	.772**	Valid
	KM7	0,312	.716**	Valid
	KM8	0,312	.689**	Valid

Source: Primary data processed in 2024

Based on the table above, the validity analysis values, the items that make up the variables, organizational culture, organizational structure and information technology on managerial performance have a correlation coefficient (ρ) value greater than 0.3120. Thus, all of these items are considered valid.

Test of Reliability Results (Reliability Test)

Reliability tests are carried out on questions that are valid. Because the instrument used in this research is a questionnaire, the formula used is the Alpha Cronbach formula. In general, reliability of less than 0.60 is considered poor, reliability in the 0.70 range is acceptable, and reliability of more than 0.80 is considered good. Thus, a variable indicator can be said to be reliable if it has a Cronbach Alpha coefficient value greater than or equal to 0.70.

Table 3 Reliability Test Results

Variable	Critical Point	Alpha Cronbach	Conclusion
Organizational culture	0,60	.792	Reliabel
Organizational structure	0,60	.911	Reliabel
Information Technology	0,60	.852	Reliabel
Managerial Performance	0,60	.859	Reliabel

Source: Primary data processed in 2024

Table 3 shows the results of the reliability test for the organizational culture variable which has a Cronbach Alpha coefficient value of 0.792. Then the organizational structure variable has a Cronbach Alpha coefficient value of 0.911. Meanwhile, the information technology variable has a Cronbach's Alpha coefficient value of 0.852, then the managerial performance variable has a Cronbach's Alpha coefficient value of 0.859. Based on the test results, the Cronbach's Alpha coefficient value for the four research variables is greater than 0.6. Thus it can be concluded that all statements regarding organizational culture, organizational structure, information technology and managerial performance have good reliability for measuring their respective variables.

Classical Assumption Test

Normality Test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. As is known, the t test and f test assume that the residual values follow a normal distribution. If this assumption is violated then the statistical test becomes invalid for small sample sizes.

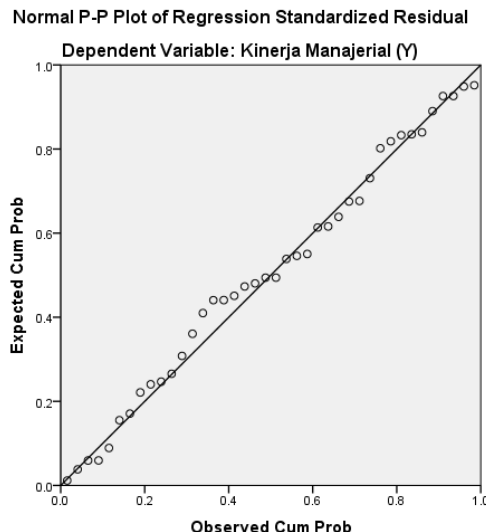


Figure 2 Normal Probability Plot Test Results

Source: SPSS 2024 data

Based on Figure 2, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, so the regression model meets the normality assumption.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables.

Table. 4 Multicollinearity Test Results
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
Organizational Culture (X1)	.567	1.763
Organizational Structure (X2)	.546	1.831
Information Technology (X3)	.734	1.363

a. Dependent Variable: Managerial Performance (Y)

Source: SPSS 2024 data

Based on the results of the multicollinearity test in table 4.11, it can be seen that organizational culture value has a VIF value of 1,763, then organizational structure has a VIF value of 1,831 and information technology has a VIF value of 1,363. Thus, it is found that the VIF value is < 10 and the tolerance is > 0.1 so that the data is declared to have passed the multicollinearity test.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another.

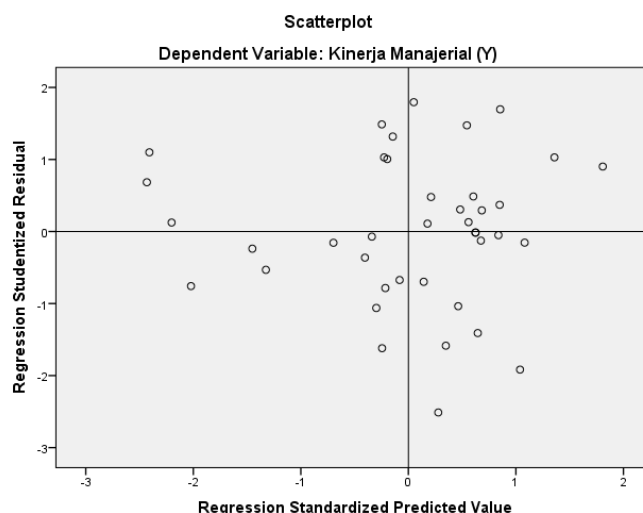


Figure 3 Heteroscedasticity Test Results

Source: SPSS 2024 data

Based on Figure 3, it can be seen that there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, so there are no symptoms of heteroscedasticity in the regression model used.

Multiple Linear Regression Analysis

In this research, the results obtained from questionnaire answers using a Likert scale are ordinal data. So that the data can be analyzed statistically, the data must be converted into interval data using the method of succession (MSI).

**Table. 5 Results of Multiple Linear Regression Analysis
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.151	.266		-.566	.575
	Organizational Culture (X1)	.437	.092	.424	4.729	.000
	Organizational Structure (X2)	.258	.075	.314	3.445	.001
	Information Technology (X3)	.339	.072	.369	4.684	.000

a. Dependent Variable: Managerial Performance (Y)

Source: SPSS 2024 data

- -0.151: this means that if organizational culture (X1) has a value of 0, organizational structure (X2) has a value of 0 and information technology (X3) has a value of 0 then managerial performance (Y) will have a value of -0.151.
- 0.437: meaning that if organizational culture (X1) is increased by one unit, then managerial performance (Y) will increase by 0.437 units, assuming the organizational structure is constant.
- 0.258: this means that if the organizational structure (X2) is increased by one unit, then managerial performance (Y) will increase by 0.258 units, assuming the organizational culture system remains.
- 0.339: meaning that if information technology (X3) is increased by one unit, then managerial performance (Y) will increase by 0.339 units, assuming the organizational structure system is constant.

Hypothesis Testing

Simultaneous Significance Test Results (F Statistical Test)

The simultaneous significance test (F statistical test) is carried out to determine whether all the independent variables included in the model have a simultaneous influence on the dependent variable

**Table 6 F Statistical Test Results
ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.606	3	5.202	61.267	.000 ^b
	Residual	3.057	36	.085		
	Total	18.662	39			

a. Dependent Variable: Managerial Performance (Y)

b. Predictors: (Constant), Information Technology (X3), Organizational Culture (X1), Organizational Structure (X2)

Source: SPSS 2024 data

The calculation results (F_{count}) are then compared with the F_{table} value with a confidence level of 95% ($\alpha = 0.05$) with the following decision criteria (Ghozali, 2021):

- If $F_{\text{count}} \leq F_{\text{table}}$, then $H_{01,2,3}$ is accepted or $H_{a1,2,3}$ is rejected.
- If $F_{\text{count}} > F_{\text{table}}$, then $H_{01,2,3}$ is rejected or $H_{a1,2,3}$ is accepted.

$F_{\text{Count}} 61.267 > F_{\text{Table}} 2.86$, then $H_{01,02,03}$ is rejected or $H_{a1,2,3}$ is accepted. Simultaneously organizational culture, organizational structure and information technology have a simultaneous influence on the dependent variable. So the test decision taken is H_0 rejected or H_a accepted. In addition, the sig value. namely 0.000. This value is smaller than the research significance level, namely 0.05. It can be concluded that there

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is suitability (fit) in the model tested.

Individual Parameter Significance Test Results (t Statistical Test)

Individual parameter significance test (t statistical test is carried out to find out how much influence the explanatory or independent variable has on variations in the dependent variable (Ghozali, 2021). The statistical results of the t test can be seen in the following table

Table 7 Significance Test of Individual Parameters (t Statistical Test)

		Coefficients^a		Standardize		
Model		Unstandardized Coefficients		d Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.151	.266		-.566	.575
	Organizational Culture (X1)	.437	.092	.424	4.729	.000
	Organizational Structure (X2)	.258	.075	.314	3.445	.001
	Information Technology (X3)	.339	.072	.369	4.684	.000

. Dependent Variable: Managerial Performance (Y)

Source: SPSS 2024 data

The calculation results (tcount) are then compared with the ttable value with a confidence level of 95% ($\alpha = 0.05$) with the following decision criteria (Ghozali, 2021):

- If $t_{count} \leq t_{table}$, then $H_{01,2,3}$ is accepted or $H_{a1,2,3}$ is rejected
- If $t_{count} > t_{table}$, then $H_{01,2,3}$ is rejected or $H_{a1,2,3}$ is accepted

The results of the t statistical test in table 4 are obtained as follows:

- $t_{count}(X1) 4.729 > t_{table} 1.96$, then H_{01} is rejected or H_{a1} is accepted Organizational culture (X1) has a significant effect on Managerial Performance (Y).
- $t_{count}(X2) 3.445 > t_{table} 1.96$, then H_{02} is rejected or H_{a2} is accepted Organizational Structure (X2) has a significant effect on Managerial Performance (Y).
- $t_{count}(X3) 4.684 > t_{table} 1.96$, then H_{02} is rejected or H_{a2} is accepted Information Technology (X3) has a significant effect on Managerial Performance (Y).

Coefficient of Determination Results (R2)

The coefficient of determination (R2) essentially measures how far the model's ability to explain variations in the independent variables then determines how large the proportion of variations in the independent variables together influence the dependent variable. The coefficient of determination value is between zero and one. A small R2 value means that the ability of the independent variable to explain variations in the dependent variable is very limited.

Table 7 Coefficient of Determination (R2)

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.914 ^a	.836	.823	.29138	2.013

a. Predictors: (Constant), Information Technology (X3), Organizational Culture (X1), Organizational Structure (X2)

b. Dependent Variable: Managerial Performance (Y)

Source: SPSS 2024 data

$$KD = 0,836 \times 100 \rightarrow 83,6\%$$

The model consists of organizational culture (X1); Organizational Structure (X2); Information Technology (X3) influences and/or can predict changes in managerial performance by 83.6%, while the remaining 16.4% is influenced by other factors outside the three variables.

Discussion

The Influence of Organizational Culture on Managerial Performance

Organizational culture, which is also called corporate culture, is related to the things that employees do or do in a company (Buchanan & Huczynski, 2019). Meanwhile, according to Sackmann (2022), organizational culture is a long-term, collectively held phenomenon that refers, among other things, to the organization's collective expectations of its members. On the other hand, organizational culture is the context in which organizational life occurs, with its own limits for behavior. what is expected and desired. It contains the company's expectations about what is required for qualified and good or excellent performance of employees in an organization.

Kwantes & Glazer (2017) organizational culture, similar to societal culture, has been broadly defined in various ways, but basically organizational culture still refers to the shared values, beliefs and behavior of members of a particular organization. suggests that organizational culture emerges from the repeated process of employees following rules, and then understanding subsequent behavior, we can say that the nature of culture is found in its social norms and habits, and that if a person adheres to these rules of behavior, he will be successful in establishing performance and appropriate social reality.

Thus, the habits of employees or members of an organization that are often carried out will certainly shape the values adhered to in an organization and ultimately become a culture in an organization. These habits can be an obstacle or a driver in the performance of every organization. Culture provides an assessment of the achievements and results that have been carried out.

Based on the test results, it shows that tcount (X1) 4.729> ttable 1.96, then H01 is rejected and Ha1 is accepted, thus organizational culture (X1) has a significant effect on managerial performance (Y). The better the culture demonstrated by employees in the organization, the better also the performance that is targeted and of course the good performance of an organization will make it easier to implement the agreed vision and mission.

The organizational culture at Winaya Mukti University has been implemented quite well, this can be seen from the majority of respondents in making decisions in every activity, always considering the effect of the results of the decision on the people in the university and faculty and then the ability to maintain the current situation as it is. previous situation, which contrasts with the growth/development of universities and faculties. Then

the respondent is able to reflect on his work duties in detail on every job received from another department before working on it, and fully examine the resulting report before submitting it to his superior. The work carried out by respondents is usually carried out both in teams and individually. In this way, coordination between work units and leadership also supports the performance or achievements to be achieved. Then the tasks that are the responsibility of the respondent are carried out in accordance with existing systems and procedures at the university.

The results of this research are in accordance with previous research conducted by Pusfitalisya & Wati (2020), organizational culture has a positive effect on managerial performance, then other research by Sinaga et al (2020) shows that organizational culture has a significant effect on managerial performance, other research shows that organizational culture has an effect on managerial performance (Agustin, 2019).

The Influence of Organizational Structure on Managerial Performance

According to Buchanan & Huczynski, (2019), organizational structure refers to the integration of structure, people, rewards and processes to support the implementation of the company's strategy to improve performance. Then, according to Kinichi & Fugate, (2018), an organizational structure that combines freedom of cooperation with information systems helps Associates adapt to this flexible work environment by providing feedback on performance and by assisting with internal networking. Thus, organizational structure refers to the integration of structures that encourage and support the implementation of strategies and combine freedom of cooperation in accordance with function and authority, and of course will improve company performance.

Based on the test results, it shows that $t_{count} (X_2) 3.445 > t_{table} 1.96$, then H_{02} is rejected or H_{a2} is accepted, thus organizational structure (X_2) has a significant effect on managerial performance (Y). The better the implementation of organizational structure in a company, the better the resulting performance.

The organizational structure at Winaya Mukti University has been implemented well, the majority of respondents in carrying out their duties in their work are in accordance with their agreed authority and position and in accordance with university and faculty regulations, then the number of people in each unit at the university and faculty is effective and efficient in carrying out their work and responsibilities at the faculty and university level.

Respondents were able to reflect on their work tasks effectively and efficiently in accordance with formalized regulations and carry out assigned tasks in accordance with their respective authorities. The work carried out by respondents is usually carried out in accordance with their respective positions and is carried out in teams or individually. In this way, the span of control between the work unit and the leadership also supports the performance or achievements to be achieved. Then the tasks that are the responsibility of the respondent are carried out in accordance with existing procedures at the university. The results of this research are in accordance with previous research conducted by Badu et al (2019) that, the results of this research show that Organizational Structure (X_1) has a positive effect on Managerial Performance. Furthermore, research conducted by Sutrisno (2017) shows that organizational structure has a significant effect on employee performance.

The Influence of Information Technology on Managerial Performance

Jogiyanto, (2017), the use of information technology in most companies today is no longer a rare item that is difficult to find. It cannot be denied that information technology has become a need and a requirement for organizations in running their business and performance. Then according to Winarno (2021) that information technology is a combination of various hardware and software used to produce information for its users, the hardware used includes computer devices, communication devices, presentation

devices, and various tools or media that can facilitate delivery. information. Software is a collection of various programs that enable all devices to work together to produce good performance in the company. Information technology in most companies today is no longer a rare item that is difficult to find. It cannot be denied that information technology has become a need and requirement for organizations in running their business and performance. Information technology is a combination of various hardware and software used to produce information for its users.

Based on the test results, it shows that $t_{count} (X3) 4.684 > t_{table} 1.96$, then H_02 is rejected or H_a2 is accepted, thus the information technology organizational structure (X3) has a significant effect on Managerial Performance (Y), the more sophisticated the technology applied, the resulting performance will increase.

Information technology at Winaya Mukti University is already running. The majority of respondents are good in terms of their ability to process input data received into information. The majority of respondents, in carrying out their duties in their work, can process new input data into useful and useful information for their respective work units or between units at the faculty and university level. Then the majority of respondents stated that technology was able to capture input information from each unit quickly and then the results of the information could be understood by all users at the faculty and university level. Respondents were able to carry out their work tasks effectively and efficiently by optimizing existing technology at the faculty and university level in accordance with their respective regulations. The work carried out by respondents was carried out effectively because it relied on technology and the information produced could be understood by information users at the faculty and university level. The results of this research are in accordance with previous research conducted by Sari et al (2017) showing that information technology simultaneously influences managerial performance. The results of research conducted by Saptoro & Gunawan, (2018) show that there is a significant influence of information technology on managerial performance. Then Nengsy's research (2018) said that information technology had an effect on managerial performance, then another research conducted by Yunita & Sabaruddinsah, (2022) said that information technology had a positive and significant effect on managerial performance.

CONCLUSION

Based on the results and discussions explained in the previous chapter regarding the influence of organizational culture, organizational structure, and information technology on managerial performance, it can be concluded that organizational culture influences managerial performance and organizational structure influences managerial performance then information technology influences managerial performance.

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