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### THE INFLUENCE OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT TO PERFORMANCE COOPERATION IN SUPPORTING THE ECONOMY IN WEST JAVA

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#### ABSTRACT

This study aims to determine the effect of organizational culture, organizational commitment to the performance of cooperatives in supporting the economy in West Java. With a total sample of 369 cooperative units in West Java. In addition, the method used is descriptive and verification, with purposive cluster sampling technique and proportional sampling. Primary data collection using a questionnaire equipped with secondary data from cooperatives in West Java, BPS and the Ministry of Cooperatives and SMEs. Data analysis was carried out through structural equation modeling (SEM) with Linear Structural Relations (LISREL) software. The results showed that organizational culture, organizational commitment significantly influence cooperative performance in a positive direction, meaning that if the organizational culture is strong and organizational commitment is strong, then the cooperative's performance will be good. This is a positive contribution to the gross regional domestic product (PDRB) in supporting the economy in West Java.

#### INTRODUCTION

It is acknowledged that the development of cooperatives in the Indonesian territory which is directed to support the economy has been able to run smoothly, although the contribution made to GDP development has only reached around 11%. This also happened in the West Java region, where cooperatives in West Java reached a fairly large number, namely 11,127 units, reaching around 8.82% of the total cooperatives in Indonesia (national) of 126,243 units (BPS, 2018). The existence of this cooperative is expected to be

a counterweight to other economic pillars. It is assumed that through a good and appropriate organizational culture and organizational commitment it is not impossible that this can be obtained. This plan can be realized if the organizational culture can support it, and organizational commitment can accompany it. For this reason, the role of human resources which is the backbone of the cooperative, namely the management, including cooperative supervisors, has a high commitment to achieve this. Cooperatives can make this happen if cooperatives are well managed by strong and professional human resources (Dyahrini & Wien 2018). The statement put forward by the Minister of Cooperatives that, the growth of cooperative businesses in Indonesia is becoming more rapid and developing in recent years is expected to be realized (Kemenkop, 2011).

Based on Table 1, it can be explained that the number of active cooperatives has decreased from 2017 which reached 16,203 units to 11,127 units in 2018. This is more due to the policies taken by the Ministry of Cooperatives in overcoming the many cooperatives that were inactive in the previous years. which amounted to 29.74% almost close to the range of 30 percent of the number of existing cooperatives. This figure is high enough so that it is necessary to further find out why this situation occurs in cooperatives, which are very important in the economy, still not maximizing their role as a support for the national economy (Ministry of Cooperatives and SMEs, 2014).

**Table 1** Number of Active Cooperatives in Three Years 2017-2019

Year	2017 (unit)	2018 (unit)	2019 (unit)
Number of Active Cooperatives in West Java	16 203	11 127	13 247
Number of Active Cooperatives in Indonesia (National)	152 174	126 343	123 048

**Source:** Ministry of Cooperatives and SMEs, Indonesian Statistics Publication (2019)

However, in 2019 there has been an increase again in the number of active cooperatives, and this suggests that the programs implemented by the government, in this case the Ministry of Cooperatives, are starting to show results. It is hoped that by starting to improve the role of the cooperative ministry will be able to make a positive contribution to the economy in West Java in particular, and the national economy in general.

**Table 2** Gross Domestic Product (GDP), GDP per capita in Three Years 2017-2019

Year / Province	2017 (IDR)	2018 (IDR)	2019 (IDR)
Indonesia's current price GDP (trillion)	13.588,8	14 837,4	15 833,9

West Java GDRP (milliard)	1.786.092	1. 962 232	2. 125 158
GDP per capita of Indonesia (billion)	51,89	56,0	59,1
West Java GDRP per capita (billion)	37,18	40,31	30,247

**Source:** Ministry of Finance - Central Bureau of Statistics (BPS 2019) processed.

Based on Table 2, the contribution of West Java's GRDP to Indonesia's national gross domestic product (GDP) that has been obtained can be stated as follows: in 2017 amounting to IDR 13,588.8 trillion contributed to GDP; in 2018, which amounted to IDR 14 837.4 trillion. In 2019, the contribution of national GDP was IDR 15 833.9 trillion. For 2017, the contribution of the PDRB per capita of West Java was IDR 37.18 million; the amount of GDP per capita in 2018 reached IDR 40.31 million and in 2019 the figure for the contribution of PDRB per capita was IDR 30.247 million.

Referring to this data, it turns out that the contribution made by West Java to the National GDP is positive every year, and even though the value increases every 2018, this value decreases in 2019. When compared to the previous year this GDP per capita decreased, which means there is a contribution from cooperatives in West Java also decreased. Therefore, it is necessary to know the cause, especially the decrease in contributions from cooperatives, where this is thought to be related to the variables of organizational culture and organizational commitment contained in cooperatives. Experience of the influence of organizational culture and organizational commitment on cooperative performance needs to be studied and investigated further. The relationship between organizational culture and organizational commitment to cooperatives, which includes loyalty, personal value organizational involvement and emotional involvement in cooperatives. This is as stated by Allen and Meyer (2003), which states that there is affective commitment, namely one's involvement in the organization, and continuous commitment, namely one's perception of the costs and risks of leaving the current organization, which is thought to be a supporting factor for cooperatives. Cooperative performance.

Referring to the theory of Ferguson and Reio (2010), it is confirmed that the company's performance in this case the cooperative can be measured on the basis of two perspectives, namely: financial performance and non-financial performance. Managers, supervisors and operational managers are very aware that the loyalty of cooperative employees is very helpful in achieving cooperative performance. In cooperatives there is a relationship between organizational culture, organizational commitment and performance.

## LITERATURE REVIEW

### ***Organizational culture***

Refers to a system of meaning by different organization's members from one organization to another. The definition of organizational culture according to Luthans (2005) is the norms and values that direct the behavior of organizational members. Each member of the organization will behave in accordance with the prevailing culture in order to be accepted by the environment. Furthermore, Luthans explained that organizational culture has several characteristics, namely: (1). the rules that must be met; (2). Norms - norms; (3) Dominant values; (4). Philosophy; (5) Cultural climate.

The characteristics of organizational culture cannot be separated from one another. This means that these elements reflect the prevailing culture in a type of organization, whether it is service-oriented or an organization that produces products. Cameron and Quinn's (2011) approach states organizational culture to support the effectiveness of organizational management and changes, using the organizational focus dimension with the Flexibility & Control Dimensions. Effective culture in the context of the causality of organizational culture, the strategy to compete with organizational performance, turns out to be very dependent on the reward system that applies in an organization. This is explained by Kerr and Slocum (2005). The same thing was also stated by Chalboub (2010) explaining that innovation is a cultural characteristic needed to anticipate globalization and subsequently the ability of innovation as an organizational culture has an impact on organizational performance.

Associated with the characteristics of organizational culture shows that a positive corporate culture provides a good work environment so that it has an impact on satisfaction, furthermore satisfaction is a motivator so that employees are responsible for contributing to organizational performance (Alfeis, 2008). So by considering several theories, and based on these studies Cameron and Robbins & Judges' theories are the most appropriate for cooperatives, the construct of organizational culture can be a system that is trusted and values developed by organizations to guide the behavior of organizational members, with dimensions that include: kinship, leadership style, group cohesiveness, employee morale, rules and procedures, innovative, forward-looking, independent and supervisory.

### ***Organizational commitment***

Organizational commitment is one of the work attitudes, because it reflects a person's feelings (like it or not) towards the organization where he works. Coutler and Robbins (2005) define it as an individual orientation towards the organization which includes loyalty, identification and involvement. In this connection, organizational commitment can also be expressed as an individual's loyalty to the organization, the loyalty of an individual to the organization. In line with this, Gibson et al. (2012) states that organizational

commitment is "a sense of identification, loyalty and involvement expressed by an employee toward the organization or unit of the organization.

### ***Performance (Cooperative Performance)***

According to Ferguson and Reio (2010), it is emphasized that company performance can be measured on the basis of two perspectives namely: financial performance and non-financial performance. In short, through company performance, the efficiency and effectiveness of the company can be presented by measuring and evaluating the financial, employee, business and organizational performance.

### ***Cooperative***

Cooperatives are joint business entities that struggle in the economic field. Based on Law No. 25 of 1992 concerning the principles of cooperatives that cooperatives as people's economic organizations aim to advance the welfare of members in particular and society in general and participate in building the national economic order in the context of realizing an advanced, just and prosperous society based on Pancasila and the 1945 Constitution. In other words, a cooperative is a business entity that carries out activities based on the cooperative principle as well as the driving force for the people's economy based on the principle of kinship. By paying attention to the position and objectives of cooperatives as mentioned above, the role of cooperatives is very important in fostering and developing the economic potential of the people and in realizing an economic democratic life that has the characteristics of democracy, togetherness, kinship and openness.

### ***Gross domestic product***

According to Sadono Sukirno (2004), "National Income describes the level of state production achieved in a certain year and changes from year to year. So it has an important role in describing (i) the level of economic activity achieved, and (ii) the change in growth from year to year. National product or national income is a term that applies to the value of goods and services produced by a country in a certain year."

### ***Gross domestic regional product***

Gross Regional Domestic Product (GDRP) defined as the economic activity of a region which can generally be described by the region's ability to produce goods and services needed for the needs of the community. GDRP is an important indicator to determine the economic condition of a region in a certain period and is a reflection of seeing the economic progress of a region. An increase in GDRP will cause regional income from the tax and retribution sector to increase. This has an impact on increasing PAD in the area (Sadono Sukirno, 2004).

### ***Research hypothesis***

Based on the framework and research paradigm that has been described and stated previously, the following research hypothesis can be made:

Hypothesis 1: There is an influence of organizational culture on cooperative performance

Hypothesis 2: There is an influence of Organizational Commitment on Cooperative Performance.

### **RESEARCH METHODS**

Basically, the research method is the main way that researchers use to achieve goals and determine answers to the problems posed. With proper research methods, problem solving will be achieved precisely and accurately so that it supports the facts in achieving the truth of a science.

According to Malhotra (2013), what is meant by the survey method is a structured questionnaire that is given to respondents to get specific information. According to Creswell (2009), explanatory research can be done to test hypotheses by drawing random samples from a population.

From how to reveal the data analysis unit by determining the criteria of the respondent, the researcher will automatically get who and what is the subject of his research.

Based on this understanding, the population in this study was cooperatives that were active in West Java Province, amounting to 11,127 units in 2018. In determining the research sample was carried out by using purposive cluster proportional sampling technique. Purposive sample (sample aim) is done by taking the subject based on the existence of a specific goal. As for taking the number of samples following the Slovin formula (Suliyanto, 2006), the results obtained were 386 cooperative units.

### **RESULTS AND DISCUSSION**

#### ***Descriptive analysis of organizational culture***

The organizational culture variable consists of 9 dimensions and 27 indicators as the observed variable. Testing the meaning of each indicator in the extracted dimensions in forming the latent variables of Organizational Culture, can be obtained from the standardized loading factor value of each indicator in each dimension. The following results are a test of the significance of each indicator on the dimensions in forming the latent variables of Organizational Culture.

**Table 1** Measurement Results Organizational Culture Variable

Dimensi	Latent Variable Model	Loading Factor	T <sub>count</sub>	R <sup>2</sup>	Error Variance	VE	CR
BO1	X1.1	0,8086	n.a	0,6538	0,3462	0,576	0,802
	X1.2	0,7014	13,7167	0,4919	0,5081		
	X1.3	0,7624	14,9831	0,5812	0,4188		
BO2	X1.4	0,7645	n.a	0,5845	0,4155	0,595	0,815
	X1.5	0,7858	14,8118	0,6174	0,3826		
	X1.6	0,7627	14,4073	0,5817	0,4183		
BO3	X1.7	0,6102	n.a	0,3724	0,6276	0,507	0,753
	X1.8	0,6925	10,5970	0,4795	0,5205		
	X1.9	0,8184	11,6592	0,6698	0,3302		
BO4	X1.10	0,7221	n.a	0,5214	0,4786	0,509	0,757
	X1.11	0,7042	12,0829	0,4959	0,5041		
	X1.12	0,7139	12,2189	0,5096	0,4904		
BO5	X1.13	0,8734	n.a	0,7628	0,2372	0,485	0,731
	X1.14	0,5639	11,0565	0,3180	0,6820		
	X1.15	0,6113	12,1223	0,3737	0,6263		
BO6	X1.16	0,8372	n.a	0,7008	0,2992	0,630	0,836
	X1.17	0,7719	15,5714	0,5958	0,4042		
	X1.18	0,7708	15,5516	0,5942	0,4058		
BO7	X1.19	0,7329	n.a	0,5372	0,4628	0,585	0,808
	X1.20	0,7793	13,6092	0,6073	0,3927		
	X1.21	0,7809	13,6279	0,6097	0,3903		
BO8	X1.22	0,6940	n.a	0,4816	0,5184	0,487	0,736
	X1.23	0,8126	12,2236	0,6604	0,3396		
	X1.24	0,5635	9,5364	0,3175	0,6825		
BO9	X1.25	0,7443	n.a	0,5541	0,4459	0,489	0,739
	X1.26	0,7626	12,6338	0,5816	0,4184		
	X1.27	0,5750	10,0245	0,3306	0,6694		

**Source:** Appendix on Lisrel 8.8 Output Results      Note: CR = Construct Reliability; VE = Variance Extracted

Based on the results in the table above, it can be stated that each of the forming indicators of each latent dimension of the Organizational Culture variable shows good results, namely the t test value (t count) obtained above 1.96.

The results of the factor weight for the relationship of dimensions to the latent variables of Organizational Culture are as shown in the following table:

**Table 2** Measurement of Variable Organizational Culture

Dimension	Loading	T <sub>count</sub>	R <sup>2</sup>	Error	VE	CR
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	Factor			Variance		
BO1	0,8268	14.6616	0,6836	0,3164	<b>0,636</b>	<b>0,940</b>
BO2	0,8285	13.8841	0,6864	0,3136		
BO3	0,8565	11.1546	0,7336	0,2664		
BO4	0,8269	12.8266	0,6838	0,3162		
BO5	0,8696	17.1789	0,7562	0,2438		
BO6	0,6825	12.2922	0,4658	0,5342		
BO7	0,7400	11.8906	0,5475	0,4525		
BO8	0,7523	11.1125	0,5660	0,4340		
BO9	0,7725	12.2359	0,5967	0,4033		

**Source:** Attachment to Lisrel Output Results 8.8 Note: CR = Construct Reliability; VE = Variance Extracted

The results in the table above show that the loading factor of the organizational culture variable dimensions is well above the average loading factor of 0.5, which ranges from 0.7 to 0.9. The t-count value obtained for each manifest variable is more than 1.96 so it can be said that it is latent. The value of Construct Reliability for the Organizational Culture variable was obtained at 0.940 or above 0.7. This shows that the latent variables formed Organizational Culture have a relatively high level of reliability and the dimensions used have a good fit.

### *Descriptive analysis of organizational commitments*

The Organizational Commitment variable consists of 7 dimensions and 21 indicators as the observed variable. Testing the meaning of each indicator in the extracted dimensions in forming Organizational Commitment latent variables, can be obtained from the standardized loading factor value of each indicator in each dimension. If a test value is obtained for each indicator which is statistically significant, then this indicates that the dimension is good enough to be extracted to form latent variables.

### *First Order Measurement Model*

The following results are a test of the significance of each indicator on the dimensions in forming Organizational Commitment latent variables.

**Table 3** Measurement of First Order Variable Organizational Commitment

Dimen sion	Latent Variabl e Model	Loading Factor	T <sub>count</sub>	R <sup>2</sup>	Error Varia nce	VE	CR
KO1	X2.28	0,7799	n.a	0,6082	0,3918	0,533	0,773
	X2.29	0,6485	11,3489	0,4205	0,5795		
	X2.30	0,7551	12,6417	0,5702	0,4298		
KO2	X2.31	0,7002	n.a	0,4902	0,5098	0,549	0,785



	X2.32	0,7697	13,2168	0,5924	0,4076		
	X2.33	0,7510	12,9583	0,5640	0,4360		
KO3	X2.34	0,6796	n.a	0,4618	0,5382	0,411	0,675
	X2.35	0,6731	9,2493	0,4531	0,5469		
	X2.36	0,5641	8,3925	0,3183	0,6817		
KO4	X2.37	0,6183	n.a	0,3823	0,6177	0,475	0,729
	X2.38	0,7079	10,7084	0,5011	0,4989		
	X2.39	0,7350	10,9664	0,5402	0,4598		
KO5	X2.40	0,6840	n.a	0,4679	0,5321	0,580	0,804
	X2.41	0,7807	12,8985	0,6095	0,3905		
	X2.42	0,8133	13,2146	0,6615	0,3385		
KO6	X2.43	0,6423	n.a	0,4126	0,5874	0,436	0,698
	X2.44	0,6894	10,4728	0,4752	0,5248		
	X2.45	0,6473	10,0260	0,4190	0,5810		
KO7	X2.46	0,7780	n.a	0,6053	0,3947	0,631	0,837
	X2.47	0,7554	14,5298	0,5707	0,4293		
	X2.48	0,8470	15,8031	0,7175	0,2825		

**Source:** Appendix to Lisrel 8.8 Output Results Description: CR = Construct Reliability

The results of reliability and variance extract testing on each of the latent variable dimensions Organizational Commitment on the forming dimensions show that the seven dimensions show a reliable measure because all dimensions have a Construct Reliability value greater than 0.7. The variance extract test results have also shown that each dimension of the Organizational Commitment latent variable is a fairly large extraction result from the indicator.

The results of the factor weights for the dimensional relationship to the Organizational Commitment latent variable are as shown in the following table:

**Table 4** Measurement of Second Order Variable Organizational Commitment

Dimension	Loading Factor	T <sub>count</sub>	R <sup>2</sup>	Error Variance	VE	CR
KO1	0,6635	10.8361	0,4403	0,5597	<b>0,618</b>	<b>0,863</b>
KO2	0,8934	13.3279	0,7982	0,2018		
KO3	0,6631	9.3180	0,4397	0,5603		
KO4	0,8899	11.4382	0,7919	0,2081		
KO5	0,7883	11.7330	0,6214	0,3786		
KO6	0,8578	11.4224	0,7358	0,2642		
KO7	0,6849	11.5429	0,4692	0,5308		

The results in the table above show that the Loading factor of the Organizational Commitment variable dimensions is well above the average loading factor of 0.5, which ranges from 0.6 to 0.9. The tcount value obtained for each manifest variable is more than 1.96 so it can be said that the latent dimension used is significant in measuring the Organizational Commitment variable used. The result of the calculation of Variance Extracted for the latent dimension of the Organizational Commitment variable is 0.618 more than 0.5, indicating that the included manifest variables have been properly constructed from the indicators.

### *Descriptive analysis of cooperative performance*

The cooperative performance variable consists of 4 dimensions and 13 indicators as the observed variable. Testing the meaning of each indicator in the extracted dimensions in forming the latent variable of Cooperative Performance, can be obtained from the standardized loading factor value of each indicator in each dimension.

The following results are a test of the significance of each indicator on the dimensions in forming a latent variable. Cooperative performance is stated in the table below:

**Table 5** Results of the Measurement Model First Order of Performance Variables

Dimens ion	Latent Variabl e Model	Loadi ng Factor	T <sub>count</sub>	R <sup>2</sup>	Error Varianc e	VE	CR
KIN1	Z.59	0,6648	n.a	0,4420	0,5580	0,481	0,785
	Z.60	0,6743	11,5994	0,4547	0,5453		
	Z.61	0,5906	10,3291	0,3488	0,6512		
	Z.62	0,8241	13,6178	0,6792	0,3208		
KIN2	Z.63	0,6817	n.a	0,4648	0,5352	0,358	0,623
	Z.64	0,5748	9,1540	0,3304	0,6696		
	Z.65	0,5269	8,5143	0,2776	0,7224		
KIN3	Z.66	0,6042	n.a	0,3651	0,6349	0,512	0,756
	Z.67	0,7285	10,6116	0,5307	0,4693		
	Z.68	0,7992	11,0871	0,6388	0,3612		
KIN4	Z.69	0,8098	n.a	0,6557	0,3443	0,628	0,871
	Z.70	0,8374	18,2283	0,7013	0,2987		
	Z.71	0,7536	15,9707	0,5679	0,4321		
	Z.72	0,7659	16,3005	0,5862	0,4138		

The results of reliability and variance extract testing on each dimension of the cooperative performance latent variables on the forming dimensions show that the nine dimensions show a reliable measure because all dimensions have a Construct Reliability value greater than 0.6. The results of the variance extract test have also shown that each dimension of the Cooperative Performance

latent variable is a fairly large extraction result from the indicator. This is shown from the extract variance value of each of the latent variable dimensions of Cooperative Performance is more than 0.3.

### *Second Order Measurement Model*

The results of factor weighting for the relationship between dimensions and latent variables of Cooperative Performance are as shown in the following table:

**Table 6** Second Order Measurement of Cooperative Performance Variables

Dimension	Loading Factor	Tcount	R <sup>2</sup>	Error Variance	VE	CR
KIN1	0,9381	9.8463	0,8800	0,1200	<b>0,736</b>	<b>0,918</b>
KIN2	0,8473	9.3859	0,7178	0,2822		
KIN3	0,8009	8.5846	0,6414	0,3586		
KIN4	0,8405	10.6637	0,7064	0,2936		

**Source:** Appendix on Lisrel 8.8 Output Results Information: CR = Construct Reliability; VE = Variance Extracted

The value of Construct Reliability for the Organizational Culture variable was obtained at 0.918 or above 0.7. This shows that the latent variable of the Cooperative Performance variable that is formed has a relatively high level of reliability and the dimensions used in the latent variable have a good suitability. The calculation result of Variance Extracted for the latent dimension of the Cooperative Performance variable is 0.736, more than 0.5, indicating that the manifest variable that has been included in the construct is relatively high, as a whole it can be stated that the construct formed is correctly built from the indicator.

The Influence of Organizational Culture on Cooperative Performance (Hypothesis 1 test)

Organizational culture is hypothesized to affect cooperative performance. To test the research allegations, the test hypothesis is statistically stated as follows:

Ho.  $\gamma_{21} = 0$ : Organizational culture has no effect on cooperative performance

H1.  $\gamma_{21} \neq 0$ : Organizational culture influences cooperative performance

The results of statistical test calculations on partial hypothesis testing of Organizational Culture on Performance can be seen in the table below.

**Table 7** Partial Test (t test) Effect of Organizational Culture on Performance

Hypothesis	Path	tcount	tcritica	Decision	Information
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	coefficient		1		
Organizational culture influences cooperative performance	0,3900	6,2401	1,96	H <sub>0</sub> is rejected	Significantly

**Source:** Lisrel 8.8 Calculation Results (processed)

The result of the calculation of the tcount for Organizational Culture is 6.2401. The t-test statistic value obtained is in the area where H<sub>0</sub> is rejected, that is, t count is greater than t<sub>critical</sub> = 1.96. (tcount = 6.2401 > 1.96) then a decision can be made to reject H<sub>0</sub>. The magnitude of the direct influence of Organizational Culture on Cooperative Performance is 15.21%. So the results of statistical testing show that organizational culture has an effect on cooperative performance.

The amount of direct influence of organizational culture on cooperative performance is  $(0.3900 \times 0.3900 \times 100\%) = 15.21\%$ . So Organizational Culture has a direct effect if there are no other variables that are considered = 15.21% on performance

The results of research hypothesis testing based on the t value of each causal relationship from the SEM processing results can be explained as the results in the following table.

**Table 8** Significance Test Results X1 – Y

Variable	Coefficient of Influence	T count	T critical	Conclusion
Organizational Culture on Cooperative Performance.	0,3900	6,2401	1,96	Significantly

**Source:** Processed research data.

So based on the results of the calculation of the table above, and from the results of the study it can be stated that organizational culture has an effect on cooperative performance by 15.21%.

The Effect of Organizational Commitment on Cooperative Performance (Hypothesis test 2)

Organizational commitment is hypothesized to affect cooperative performance. To test the research allegations, the test hypothesis is statistically stated as follows:

$H_0: \gamma_{21} = 0$ : Organizational commitment has no effect on cooperative performance

$H_1: \gamma_{21} \neq 0$ : Organizational commitment has an effect on cooperative performance.

The influence of organizational commitment partially can be calculated in the table as follows:

**Table 10** Partial Test of the Effect of Organizational Commitment on Performance

Hypothesis	Path coefficient	tcount	tcritical	Decision	Information
Organizational Commitment to Cooperative Performance	0,2597	4,6827	1,96	$H_0$ is rejected	Significantly

#### Partial Test of the Effect of Organizational Commitment on Performance

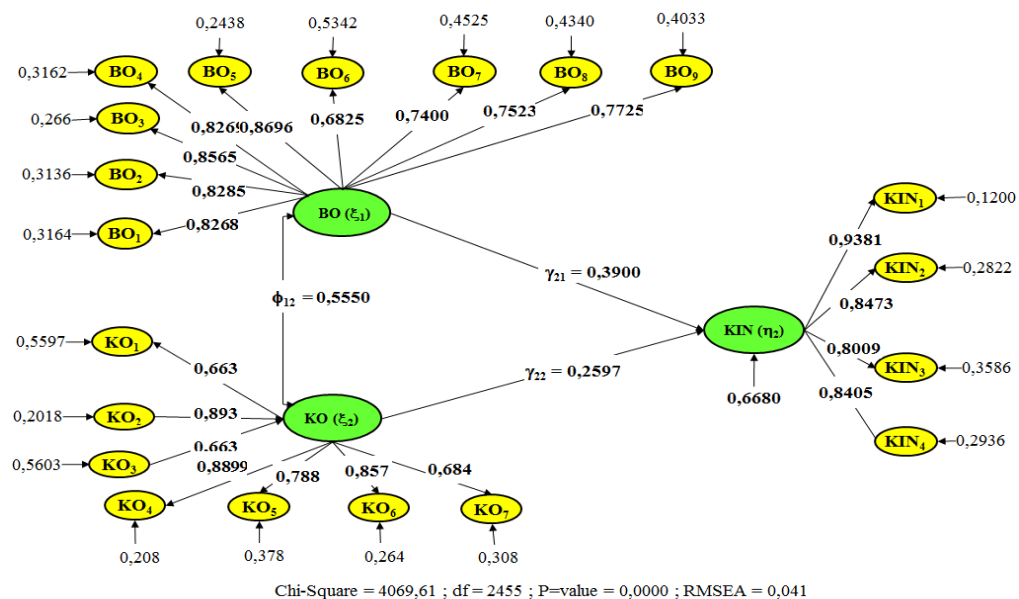
The results of the calculation of the tcount for organizational commitment of 4.6827. The t-test statistic value obtained is in the area where  $H_0$  is rejected, that is, t count is greater than tcritical = 1.96. ( $t_{count} = 4.6827 > 1.96$ ) then a decision can be made to reject  $H_0$ . The amount of direct influence on cooperative performance is 6.75%. So the results of statistical testing show that organizational commitment has an effect on cooperative performance, stated in the table below.

**Table 11** Significance Test Results X2- Y

Variable	Coefficient of Influence	T count	T critical	Decision
Organizational commitment to cooperative performance	0,2597	4,6827	1,96	There is a significant influence.

Source: Data from research results are processed.

Based on the results of calculations that have been done before, it can be seen the amount of standardized path coefficients for the model. structural influence of Organizational Culture, Organizational Commitment to Cooperative Performance shown in the following figure.



**Figure 1** The Influence of Organizational Culture, Organizational Commitment on Performance

## CONCLUSION

Based on the results of the analysis and data processing in the study, it is stated as follows:

1. Organizational culture, organizational commitment to cooperatives in West Java is quite good. However, in relation to its influence, there are facts that must be considered, namely that the influence of organizational culture on performance is quite large.
2. Organizational commitment has been implemented quite well, but the effect on cooperative performance is still lower when compared to organizational culture on performance.
3. Organizational culture directly affects the performance of cooperatives, but this influence can be increased if organizational culture increases on cooperative performance.
4. Organizational commitment directly affects the performance of cooperatives, but this influence can be increased if it is done indirectly.
5. With the increased performance of cooperatives in West Java, the hope for a greater contribution to West Java's GRDP will be achieved. So that this indirectly will contribute to an increase in GDP nationally.

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