

The Role of Transformational Leadership Style, Organizational Culture, Innovative Work Behavior of Employees on Cooperative Performance

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ABSTRACT: The importance of factors such as transformational leadership, organizational culture, and innovative employee behavior in the context of cooperatives, especially the Employee Cooperative of the Republic of Indonesia (KPRI) Harapan Sejahtera IAIN Syekh Nurjati Cirebon. Although the relationship between these factors is generally recognized, specific research on them in cooperative environments is limited. Thus, this study aims to contribute knowledge by analyzing the influence of transformational leadership and organizational culture on the innovative behavior of employees at the IAIN Harapan Sejahtera Cooperative. The method used in this study is the associative method. The object of this study was a member of the HARAPAN SEJAHTERA IAIN Syekh Nurjati Cirebon Cooperative as many as 50 respondents who were taken randomly. The technique used in collecting data in this study is in the form of questionnaires, the author distributes questionnaires that can be filled directly by respondents. The results showed that there was no significant influence between Transformational Leadership Style and Cooperative Performance, while Organizational Culture and Innovative Employee Behavior had a significant influence on Cooperative Performance.

Keywords: Leadership Style, Transformational Leadership, Organizational Culture, Innovative Work Behavior, Cooperative Performance

INTRODUCTION

An organization will grow and progress if there are qualified and highly capable human resources. The company must have an organization that guarantees important aspects of processing, especially the existence of the organization. An organization is an organized group consisting of at least two people who achieve organizational

goals (Gibson et al., 1996). Superior and highly capable human resources can achieve organizational goals by improving the quality of the organization.

One of the factors that influence employee behavior is the employee environment, in this case the organizational culture that surrounds the employee. As social creatures,

employees cannot be separated from various values and norms that exist in the company. The success or failure of an organization can be determined by its leadership style (Thoha, 2004). In this case, the transformational leadership model will play a very important role for any organization. Transformational leadership is the ability to inspire and motivate followers to achieve better results than originally planned and earn internal rewards. This includes building close relationships between leaders and followers, based on trust and commitment, not just consensus. (Jung and Ovolio, Anikuma, 2008).

Transformational leadership style refers to the way leaders influence subordinates to improve their ability to act and strive to achieve organizational goals. Transformational leadership styles can affect employee performance. The manager must be able to delegate tasks through communication from his subordinate managers. Therefore, a meeting is needed to discuss the problems faced by subordinates in relation to achieving goals. This is supported by Chen (2004) who states that high support from the management of a company can create high motivation for employees to work better and achieve their goals.

In addition to leadership factors, companies must also pay attention to organizational culture. Organizational culture can influence how employees behave, how they describe their work, how they collaborate with colleagues, and how they view the future in a broader perspective based on norms and values. That's determination and belief. Organizational culture determines what members of the organization can and cannot do,

determines normative limits on the behavior of members of the organization, determines the nature and form of organizational control and supervision, and determines the leadership style of the organization. Determine work methods that are acceptable and appropriate to members of the organization, and others.

Today's global competition is getting tougher and organizations are in dire need of talent to achieve their business goals and objectives. Many environmental changes occur in organizations and companies, especially in situations where the company's performance outperforms its competitors. Organizations strive to survive and adapt to an ever-changing environment. Organizations have human resources, and human resources are employees who can improve the quality and success of an organization. Competent and motivated employees also lead to higher organizational outcomes and performance (Drake et al., 2014). One of the human resources of an organization or company is its employees. Every employee who is able to produce innovative and creative ideas brings success and prosperity to the company, and human resources play an important role in the company's sustainable development. Employees are the most important capital for an innovative company. Employees and human resources are the most important aspects to protect a company to be better and profitable (Manurwan & Sawitri, 2017). This is in accordance with the research of Getz & Robinson (2003) which shows that the innovations and ideas that companies explore are innovations produced by every employee who works in the field.

Based on Law Number 25 of 1992 concerning Cooperatives, article 1 explains, a cooperative is a business entity consisting of individuals or cooperative legal entities by basing their activities on the cooperative principle. As well as a people's economic movement on the principle of kinship. According to ICA 1995, cooperatives are autonomous associations of people who unite voluntarily to meet common economic, social and cultural needs and aspirations through enterprises they democratically control.

In today's global competition, cooperatives must also carry out a very heavy state mission, namely as the pillar of the national economy, or the pillar of the national economy, or the basis of the national economy. Article 3 of Law No. 25 of 1992 on Cooperatives states that the objectives of cooperatives in Indonesia are:

"Promoting the welfare of members in particular and society in general and participating in building the national economic order in order to realize an advanced, just, and prosperous society based on Pancasila and the 1945 Constitution."

In Indonesia, there are several types of cooperatives that play an important role in community economic empowerment. Cooperatives are not only about achieving maximum profits, but also involve active participation from their members and support the economic empowerment of the community. One of them is the Employee Cooperative of the Republic of Indonesia (KPRI) is a cooperative established and managed for the benefit of Civil Servants (PNS).

Koperasi Pegawai Republik Indonesia (KPRI) Harapan Sejahtera IAIN Syekh Nurjati Cirebon is a cooperative consisting of IAIN Syekh Nurjati Cirebon employees, which consists of permanent ASN lecturers, ASN permanent employees, and contract employees within IAIN Syekh Nurjati Cirebon, besides that this KPRI also has extraordinary members consisting of active students, institutions and organizations within IAIN Syekh Nurjati Cirebon.

However, although the relationship between transformational leadership, organizational culture, and innovative employee behavior has been generally recognized, there are still not many who have conducted specific research on this matter within the Harapan Sejahtera IAIN Employee Cooperative (KPRI) Syekh Nurjati Cirebon. Therefore, this study aims to contribute knowledge by analyzing the extent of the influence of transformational leadership and organizational culture on innovative employee behavior at the IAIN Harapan Sejahtera Cooperative.

Through a deeper understanding of these factors, it is hoped that appropriate strategies and solutions can be found to improve innovative employee behavior at the IAIN Harapan Sejahtera Cooperative. The implications of this research are expected to help policy makers and management in optimizing human resource potential and formulating strategic steps to achieve better organizational goals.

This study aims to assess the influence of Transformational Leadership Style, Organizational Culture, and Innovative Work Behavior of

Employees on Cooperative Performance. It is expected that this research provides double benefits both theoretically and practically. Theoretically, this study will train researchers in thinking scientifically and contribute thoughts and study materials on the relationship between Transformational Leadership Style, Organizational Culture, and Innovative Work Behavior of Employees. In practical terms, the results of this research can be used by companies or other business entities to develop strategies and policies for leaders to increase member participation. This research was conducted at the Harapan Sejahtera IAIN Syekh Nurjati Cirebon Cooperative of Employees of the Republic of Indonesia (KPRI), with the research schedule starting in January.

RESEARCH METHODOLOGY

The method used in this study is the associative method. Associative method is a research method used to find out the relationship between two or more variables. This study aims to provide an explanation of the influence of variable variables in this study. In this study review the extent to which the influence of Transformational Leadership Style (X1), Organizational Culture (X2), and Innovative Work Behavior (X3) which is an independent variable and Organizational Performance (Y) is a dependent variable.

The methodology used in this study is quantitative methodology. Sugiyono (2016: 13) stated that quantitative research methods can be understood as research methods based on positivism used to examine certain populations or samples, sampling procedures are generally carried out randomly, data is collected using

research instruments and data analysis is quantitative and statistical with the aim of testing hypotheses that have been set.

The object of research is certain characteristics consisting of different values, scores and measures in each part or different individuals, or a concept that is given more than one value (Indriantorodan Supomo, 2014). The object of this research was carried out at the HARAPAN SEJAHTERA IAIN Syekh Nurjati Cirebon Cooperative.

Data collection techniques are part of an effort to collect and produce data for research purposes. This data collection is very necessary to test hypotheses that are carried out based on the data that has been collected. The object of this study was a member of the HARAPAN SEJAHTERA IAIN Syekh Nurjati Cirebon Cooperative as many as 50 respondents who were taken randomly.

The technique used in collecting data in this study is in the form of questionnaires, the author distributes questionnaires that can be filled out directly by respondents as done in research to obtain general opinion. The questionnaire is made in the form of written statements that must be answered by respondents. The distribution of this questionnaire aims to find out respondents' opinions on the performance of the HARAPAN SEJAHTERA IAIN Syekh Nurjati Cirebon Cooperative.

The method used for measurement is using the Likert scale. This measurement is used to measure Transformational Leadership Style, Organizational Culture, Innovative Employee Behavior and Cooperative Performance. With the Likert scale, the

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variables to be measured are described into variable indicators. Then the indicator is used as a starting point to compile instrument points that can be in the form of statements or questions.

The Likert scale uses five levels of answers:

Likert Scale Measurement

Answer	Positive Statement Score	Negative Statement Score
Strongly Agree (SS)	5	1
Agree (S)	4	2
Simply Agree (CS)	3	3
Disagree (TS)	2	4
Strongly Disagree (STS)	1	5

RESULT AND DISCUSSION

Data analysis

Measurement Model Analysis (Outer Model)

a. Composite Reliability

Tests to measure construct dependency include construct validity

and reliability. The construct score must have a fairly high dependency. The composite reliability criterion must be higher than 0.7, although the value of 0.6 can still be tolerated (Abdillah & Hartono, 2016).

Composite Reliability

	Composite Reliability
X2	0.964
X3	0.962
Y	0.959
X1	0.949

The conclusion of the composite reliability test is as follows:

1. The Transformational Leadership variable (X1) is reliable, because the composite reliability value is $0.949 > 0.7$
2. The Organizational Culture variable (X2) is reliable, because the composite reliability value is $0.964 > 0.7$
3. The Innovative Behavior variable (X3) is reliable, because the composite reliability value is $0.962 > 0.7$

4. The Cooperative Performance Variable (Y) is reliable, because the composite reliability value is $0.959 > 0.7$

b. Discriminant Validity

Discriminant validity of the measurement model with reflection indicators can be seen from the value of cross loading measurements with constructs. If the correlation of the measurement construct is greater than the other construct, then it shows that the latent construct has a size in their block better than the size in the other

block. (Ghozali, 2014). The following is the output result of the discriminant validity test using SmartPLS 3.0

Discriminant validity (Cross Loadings)

Variabel	X1	X2	X3	Y
Bo1	0.825	0.871	0.624	0.667
Bo2	0.629	0.83	0.565	0.839
Bo3	0.712	0.92	0.443	0.701
Bo4	0.71	0.908	0.448	0.593
Bo5	0.729	0.919	0.485	0.666
Bo6	0.651	0.903	0.5	0.668
Bo7	0.707	0.87	0.578	0.582
Pi1	0.68	0.49	0.895	0.672
Pi2	0.705	0.565	0.904	0.626
Pi3	0.665	0.572	0.854	0.597
Pi4	0.599	0.504	0.917	0.626
Pi5	0.69	0.465	0.913	0.573
Pi6	0.682	0.478	0.9	0.563
Pi7	0.585	0.573	0.745	0.663
Pi8	0.665	0.435	0.834	0.656
Tr1	0.802	0.679	0.61	0.628
Tr2	0.821	0.53	0.776	0.57
Tr3	0.846	0.704	0.662	0.543
Tr4	0.832	0.685	0.638	0.555
Tr5	0.823	0.576	0.638	0.582
Tr6	0.844	0.673	0.558	0.58
Tr7	0.88	0.641	0.636	0.577
Tr8	0.85	0.836	0.563	0.608
Kk1	0.721	0.778	0.645	0.878
kk2	0.647	0.747	0.493	0.836
kk3	0.684	0.663	0.583	0.751
kk4	0.602	0.66	0.598	0.801
kk5	0.525	0.639	0.529	0.846
kk6	0.351	0.475	0.505	0.773
kk7	0.598	0.487	0.665	0.775
kk8	0.566	0.619	0.622	0.839
kk9	0.466	0.56	0.614	0.842
kk10	0.539	0.622	0.592	0.812
kk11	0.562	0.602	0.552	0.812
kk12	0.465	0.604	0.609	0.79

From the table presented, it can be seen that the loading factor value for each indicator of each latent variable tends to be higher than the indicator loading factor value of other latent variables. For example, a comparison shows that the value of the loading factor for an employee's purchase

decision is higher than the value of the loading factor for other constructs.

From the above results, it can be seen that all latent variables have shown strong discriminant validity. Therefore, it can be concluded that the discriminant validity test has been fulfilled and can be considered valid. In addition to using loading factor values, one method that

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can be used to evaluate discriminant validity is to compare the square root of the mean extract variance (AVE) of each construct with the correlation between that construct and other constructs in the model. If the AVE value for each construct is greater than the correlation between that construct and other

constructs, then it can be concluded that the model has good discriminant validity. To see the square root value of the AVE, it can be checked in the Fornell-Larcker Criteria table as attached below. Discriminant Validity (Fornell Lacker Criterium)

Variabel	X1	X2	X3	Y
X1	0.837			
X2	0.796	0.889		
X3	0.757	0.588	0.872	
Y	0.695	0.77	0.719	0.814

Based on the table above, it can be seen that the square root value of AVE in variables X1 (0.837), X2 (0.889), X3 (0.872) and Y (0.814) The value is greater than other variables, so, based on the discussion, it can be concluded that all constructs in the model that have been estimated have a fairly good discriminant validity value.

c. Assessing the Outer Model

In order to evaluate the outer model or measurement model, it is necessary to assess the construct validity test and construct reliability test. In the construct validity test, it is measured using convergent validity and discriminant validity

Outer Loading (Measurement Model)

Variabel	X1	X2	X3	Y
Bo1		0.871		
Bo2		0.83		
Bo3		0.92		
Bo4		0.908		
Bo5		0.919		
Bo6		0.903		
Bo7		0.87		
Pi1			0.895	
Pi2			0.904	
Pi3			0.854	
Pi4			0.917	
Pi5			0.913	
Pi6			0.9	
Pi7			0.745	
Pi8			0.834	
Tr1	0.802			
Tr2	0.821			
Tr3	0.846			
Tr4	0.832			
Tr5	0.823			
Tr6	0.844			
Tr7	0.88			
Tr8	0.85			
Kk1				0.878
kk2				0.836
kk3				0.751
kk4				0.801
kk5				0.846
kk6				0.773
kk7				0.775
kk8				0.839
kk9				0.842
kk10				0.812
kk11				0.812
kk12				0.79

Based on the results of data processing, it can be concluded that the outer loading value meets the criteria of convergent validity and can be declared valid.

Structural Model Analysis (Inner Model)

Structural model analysis uses 2 tests, including: (1) R-square; (2) f-square; a. R-Square

R-Square is a measure of the proportion of variation in the value of an affected variable (endogenous) that can be explained by the variable that affects it (exogenous). This is useful for predicting whether a model is good/bad (Juliandi, 2018).

The criteria of R-Square are:
 (1) if the value (adjusted) = 0.75 → the model is substantial (strong);

(2) if the value (adjusted) = 0.50 → the model is moderate;

(3) if the value (adjusted)= 0.25 → the model is weak (poor) (Juliandi, 2018).

R-Square

Variabel	R Square	R Square Adjusted
Y	0.707	0.687

R-Square Adjusted Model = 0.687. This means that the ability of variables X1 (Transformational Leadership Style), X2 (Organizational Culture) and X3 (Innovative Behavior) in explaining Y (Cooperative Performance) is 68.7% thus the model is classified as moderate (moderate).

b. F Square

F-Square measurement or size effect is a metric used to evaluate how much influence the relative of an independent variable has on the dependent variable in a model. The size effect, also known as the change effect, refers to the change in the value of the

dependent variable when a particular independent variable is removed from the model. This is useful for assessing whether the deleted variable has a significant impact on the dependent variable. (Juliandi, 2018).

The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If value = 0.02 → Small effect of exogenous variables on endogenous; (2) If value = 0.15 → Moderate/moderate effect of exogenous variable on endogenous; and (3) If value = 0.35 → Large effect of exogenous variables on endogenous F-Square

Variabel	X1	X2	X3	Y
X1				0.019
X2				0.466
X3				0.325
Y				

The conclusion of the F-Square value can be seen in the table above is as follows: The variables X1 (Transformational Leadership), X2 (Organizational Culture) and X3 (Innovative Behavior) in explaining Y (Cooperative Performance) have a value = 0.019 hence the Small effect of exogenous variables on endogenous.

Hypothesis Testing

Hypothesis testing on Partial Least Square (PLS) can be done using bootstrap method. In the bootstrap method, we can also observe the value

of the structural path coefficient. Here are the test results using bootstrap:

a. Direct Effect Testing

In the Partial Least Square (PLS) analysis, hypothesis testing can be done using the bootstrapping method. This method allows us to also check the value of the structural path coefficient. Here are the test results using the bootstrapping method:

The criteria for testing the direct effect hypothesis are as follows: First, in the path coefficient, (a) if the value is positive, it indicates a unidirectional influence between one variable and another; In other words, as the value of

a variable increases, the value of other variables also tends to increase; and (b) if the value is negative, indicating an influencing of one variable from one another; That is, as the value of one variable increases, the value of other variables will tend to decrease. Second,

the importance of looking at probability or significance values (P-Values):

- 1) If the P-Values value < 0.05 , then it is significant
- 2) If the P-Values value > 0.05 , then it is not significant (Juliandi, 2018).

Direct effect

	Original Sample (O)	P Values
X1 -> Y	-0.151	0.539
X2 -> Y	0.612	0.004
X3 -> Y	0.474	0.017

The path coefficients in the table above show that there are positive and negative path coefficient values (seen in the original sample), including:

- a. In this study, there was no influence between Transformational Leadership Style and Cooperative Performance because the original sample value was -0.151 and p values of $0.539 > 0.05$ showed a negative and insignificant relationship, and rejected H1 that there was a significant influence of Transformational Leadership Style on Cooperative Performance at the IAIN Cirebon Harapan Sejahtera Cooperative.
- b. In this study, there is an influence between Organizational Culture and Cooperative Performance because the original value of the sample is 0.612 and p values of $0.004 < 0.05$ show a positive and significant relationship, and accept H2 that there is a significant influence of Organizational Culture on Cooperative Performance at the Harapan Sejahtera IAIN Cirebon Cooperative.
- c. In this study, there is an influence between Innovative Behavior and Cooperative Performance because

the original sample value is 0.474 and p values of $0.017 < 0.05$ show a positive and significant relationship, and accept H3 that there is a significant influence of Innovative Behavior on Cooperative Performance at the Harapan Sejahtera IAIN Cirebon Cooperative.

- d. From the results of F square measurement, variables X1 (Transformational Leadership), X2 (Organizational Culture) and X3 (Innovative Behavior) in explaining Y (Cooperative Performance) have a value = 0.019, then the small and insignificant effect of the relationship of exogenous variables to endogenous and reject H4 that Transformational Leadership Style, Organizational Culture and Innovative Work Behavior of Employees have a significant effect on Cooperative Performance at the Harapan Sejahtera IAIN Cirebon Cooperative.

Discussion

- a. The Influence between Transformational Leadership Style and Cooperative Performance

One factor that is considered important that affects organizational commitment in its performance is

leadership As part of the organization, leadership also influences commitment through relationships between superiors and subordinates or between employees and their leaders Transformational leadership style is considered effective in any situation or culture In maintaining organizational commitment, the role of a leader that is needed is a transformational leader. Transformational leadership is a state in which a leader has charisma or influence. Leaders have a vision and use it to transform members of the organization, in this case members are inspired, believe and believe in the interests and values in their work to achieve common goals. In this study, there was no influence between Transformational Leadership Style and Cooperative Performance because the original sample value was -0.151 and p values of $0.539 > 0.05$ showed a negative and insignificant relationship, and rejected H1 that there was a significant influence of Transformational Leadership Style on Cooperative Performance at the IAIN Cirebon Harapan Sejahtera Cooperative.

b. The Influence between Organizational Culture and Cooperative Performance

Organizational culture is the work habits of all members that are standardized and accepted as standards of work behavior in order to achieve goals and results planned in advance A strong organizational culture gives employees a clear understanding of the tasks assigned by the organization, has a great

influence on the behavior of its members because of the high level of togetherness and this can improve performance. Organizational culture can also foster cohesion, loyalty and mutual commitment. If employees are given an understanding of organizational culture, every employee will be motivated and enthusiastic to perform every task given by the company. In this study, there is an influence between Organizational Culture and Cooperative Performance because the original value of the sample is 0.612 and p values of $0.004 < 0.05$ show a positive and significant relationship, and accept H2 that there is a significant influence of Organizational Culture on Cooperative Performance at the Harapan Sejahtera IAIN Cirebon Cooperative.

c. The Effect between Innovative Behavior and Cooperative Performance

Innovative work behavior is the attitude or behavior of individuals in an organization or company in introducing, proposing and implementing the latest ideas, processes, products or procedures to be applied in the implementation and completion of work. This innovative work behavior is needed to improve the effectiveness of internal processes and quality performance results. In addition, competitive advantage can also be achieved and maintained, and can maintain the life of the organization in the long run. In this study, there is an influence between Innovative Behavior and Cooperative Performance because

the original value of the sample is 0.474 and p values of $0.017 < 0.05$ show a positive and significant relationship, and accept H3 that there is a significant influence of Innovative Behavior on Cooperative Performance at the Harapan Sejahtera Cooperative IAIN Cirebon.

d. The Influence of Transformational Leadership Style, Organizational Culture and Innovative Work Behavior of Employees on Cooperative Performance

From the results of F square measurement, variables X1 (Transformational Leadership), X2 (Organizational Culture) and X3 (Innovative Behavior) in explaining Y (Cooperative Performance) have a value = 0.019, then the small and insignificant effect of the relationship of exogenous variables to endogenous and reject H4 that Transformational Leadership Style, Organizational Culture and Innovative Work Behavior of Employees have a significant effect on Cooperative Performance at the Harapan Sejahtera IAIN Cirebon Cooperative.

CONCLUSION

The results showed that there was no significant influence between Transformational Leadership Style and Cooperative Performance, while Organizational Culture and Innovative Employee Behavior had a significant influence on Cooperative Performance. However, the resulting influence of Variables X1 (Transformational Leadership), X2 (Organizational Culture), and X3 (Innovative Behavior) on Y (Cooperative Performance) is quite small and insignificant. Therefore, the researcher provides several suggestions, among others, so that future research

can deepen the concepts of Transformational Leadership Style, Organizational Culture, and Innovative Employee Behavior. In addition, it is recommended for cooperatives to try to use other leadership styles that are more suitable for the characteristics of the cooperative, considering that transformational leadership styles do not have a significant effect on cooperative performance based on the results of this study.

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