

MEDIATION TEST OF ORGANIZATIONAL COMMITMENT TO THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE (STUDY ON SAE PUJON COOPERATIVE IN MALANG REGENCY)

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ABSTRACT

Because of level of employee performance may be utilized as a basis for assessing and predicting organizational development, it is crucial for preserving employees' engagement. Employee commitment and loyalty should be maintained by strong leadership, effective job motivation, and a positive work environment. The aim of this study is to show how organizational commitment, motivation, and organizational culture affect on employee performance. In order to understand how 150 employees felt about leadership, motivation, organizational culture, and commitment, questionnaires were distributed to them. The validity of this research was then included to a questionnaire that each head of the field completed in order to rate the 150 employees. The findings indicated a significantly, considerably, and substantially positive impact of leadership style, motivation, and organizational culture on worker performance. Organizational commitment can be used to do the same mediation test per each variable. The report's findings can help cooperative and deep bond organizations, in particular, support the growth of their organizations through leadership style, motivation, organizational culture, and organizational commitment.

Keywords: Transformational Leadership, Motivation, Organizational Culture, Employee Performance, Organizational Commitment

INTRODUCTION

In Malang Regency, there are approximately 1,239 active cooperatives (jatimpedia.id, 2022). Cooperative growth has always been viewed positively, beginning with the early time following the Covid 19 pandemic . These cooperatives are the capital of the Indonesian economy's advancement, where the notion of democracy is presented with an employee-based economy to raise the standard of living of employees and society in general. The government is constantly encouraging cooperatives to flourish and advance with new ideas. One occurred in Malang Regency, Pujon, namely the SAE Pujon Cooperative.

The Sae Pujon Cooperative is billed as a pilot project for modernizing food cooperatives, with the Kemenkop UKM distributing 12 billion in funds to this cooperative because according to the Kemenkop UKM, cooperatives based on real products, in this case, food, are the answer to Indonesia's national food challenge (Febrianto, 2021). Then cooperative discovered that even during the Pandemic, when many business stalls went out of business, the SAE Pujon Cooperative could still generate a profit of 3.6 billion in 2020 (Rakasiwi, 2021). This is an interesting finding considering that Sae Pujon is a cooperative, and the phenomenon of bankruptcy due to the pandemic that occurred included cooperatives, MSMEs to companies.

SAE Pujon Malang Cooperative has 12 units or fields that turn on the progress of the cooperative. The fields are already specified by the product specifications of the SAE Pujon Cooperative. With a total of 234 employees, the SAE Pujon Cooperative can maintain the consistency of the cooperative's development. The achievements and progressivity of the Sae Pujon Cooperative's pandemic immunity also reflect the good internal management of the cooperative and good management born of the performance of employees who contribute greatly to the cooperative (Liputan6.com, 2021).

Cooperatives are business entities based on employee cooperation with the employees themselves. The success of the cooperative is not far from how the solidarity of its employee groups vertically and horizontally forms good employee performance variable. The leadership style, Organizational Culture, motivation variable encouragement built within the Organization also greatly affect the performance of employees (Ainanur & Tirtayasa, 2018). Variables like the transformational leadership, Motivation, and organizational culture also significantly affect employee loyalty. The Sae Pujon Cooperative is a supplier of nestle raw materials that have very high quality standards, this demands good and standard product quality. This also encourages the emergence of a high work ethic and is oriented towards a commitment to product quality. It is this work ethic that has been built over the years that also forms a culture that has an impact on performance.

The good performance of employees in cooperatives is certainly influenced by cultural factors, leadership styles, and Motivation to the employees' Commitment (Nasution, 2018);(Wahyuniardi & Nababan, 2018). These internal factors shape the quality of Human Resources, which is reflected in good employee performance variable. Therefore, along with the development of active cooperatives in Malang Regency, This research seeks to delve deeper into the internal factors of the Sae Pujon Cooperative that affect excellent administration in order for the Sae Pujon Cooperative to become a Food Cooperative Pilot Project. The inner part referred to is more on the element of Human Resources, especially employee performance. The pattern of social relations formed between members, employees and administrators is influenced by the social culture of the community in the Pujon district which is carried over into the pattern of social relations in the organization, in this case cooperatives. The pattern of social relations that is built is more egalitarian which encourages the realization of a more transformational leadership pattern. The transformational leadership pattern is formed by social capital that has developed in the community so that the application of the transformational

leadership pattern becomes more adaptive when applied within the organization, this has the potential to contribute to organizational commitment and employee performance in the SAE Pujon cooperative.

According to Kasmir (2017), the following 13 characteristics can impact performance: talent and expertise, knowledge, job design, personality, work motivation variable, Leadership, leadership style, organizational culture, satisfaction, work environment, loyalty, Commitment, and work discipline. Among the 13 characteristics, the leadership style, Motivation, the culture of organization, and Commitment are crucial to cooperative development. In this example, the Sae Pujon Cooperative is based on pre-research interviews with several Sae Pujon Cooperative personnel. A healthy corporate culture, employee motivation variable and Commitment, can all be influenced by a transformative leadership style, even though this attribute has a larger potential to affect its subordinates (Nurdin & Rohedi, 2016).

Transformational leadership can inspire followers to put aside their own interests and have extraordinary power of influence. Transformational leadership variable has the advantage of building relationships with followers. Therefore, Yukl (2010) suggests some suggestions for transformational leaders, including the following: able to clearly explain the vision and mission, Explain how the vision can be trusted, and act discreetly and optimistically, Instills faith in followers, Uses dramatic and symbolic actions to convey vital principles, Leads by example and enables others to fulfill the vision.

Transformational leadership variable involves motivation variable to enhance employee morale. Motivation variable, according to Hasibuan (2017), is the force that generates, distributes, and sustains human behavior in such a way that people are eager to work hard and joyfully to achieve ideal results. Work motivation variable, according to Green and Baron (2008), is a process that motivates, drives, and sustains human behavior toward a goal. Motivation, as defined above, is a self-motivating process that can promote or impact an organization's goals. Maslow (2017) believes that the requirements hierarchy has five categories: physiological needs, safety needs, community needs, and self-esteem needs.

Organizational culture is a factor that is born from common views and is shared with all members of the organization, in this case cooperatives, and has a significant impact on employee performance in the area of generating mutual comfort values and norms. According to Luthans (2006), The norms and ideals that direct an organization's members' behavior are known as its organizational culture. Each person will adopt the culture that is already in place in order to fit in. Tika (2008) gives insight into how a group's ability to consistently solve problems is influenced by organizational culture variables, both internal and external. New members are then taught how to use this as a fantastic tool to comprehend, consider, and care well about relevant problems.

The solution to enable employee loyalty to retain stability in the employee performance is the organizational commitment. Next, turnover intention is significantly influenced negatively by organizational commitment, and employees' low turnover intentions are influenced positively by high organizational commitment (Sianipar & Haryanti, 2014). To improve employee performance variable, organizational commitment variable simultaneously with organizational culture variable can positively affect employee performance variable (Meutia et al., 2019). Coopey & Harley (1991) stated that the variable of Organizational commitment variable is an individual's psychological bond to the organization. Bathaw & Grant (1994) state that Organizational commitment is the will of employees to always remain an organization and fight for the achievement of the vision of the organization. According to Luthans (2006) related to Organizational commitment variable is often interpreted as (1) a strong desire to remain as a member of a particular organization; (2) a desire to strive for what the organization desires; and (3) certain beliefs, and acceptance of the organization's values and goals.

Regarding the relationship between organizational culture factors and employee loyalty and morale in the SAE Pujon Cooperative, some of the workers are members of the cooperative, even those who meet the qualifications and are selected, this has an impact on the emergence of a strong emotional bond to the sustainability of the cooperative. The cultural background of management and employees is the same which is bound by an agrarian cultural system that prioritizes communal ties between them. This has the potential to contribute to the formation of a strong organizational culture and commitment among those carried within the organization.

Organizational commitment to enhancing employee performance can be influenced in many ways by the transformational leadership variable, organization culture, and motivation variable. The research conducted by Silalahi (2016) discovered that organizational commitment is highly positively impacted by organizational culture, motivation, and transformational leadership. When organizational commitment is used as a mediator, it has a significantly positive indirect influence on the Organizational culture, motivation, and employee performance variables. This provides evidence of the absence of the affect of transformational leadership, motivation, and organizational culture. As a result, the employee organizational commitment variable needs to be used as a mediator in studies pertaining to the employee performance variable in this SAE Pujon cooperative.

Cooperatives, which are essentially family-based, certainly have a different organizational style of implementation from other organizations with different principles. Transformational leadership variable is needed to run the Organization toward change and stick to fundamental values. By looking at how the productivity of the SAE Pujon cooperative is successful in remaining relevant to compete with modern companies while still relying on its socio-cultural values, it can make it a pilot project for a national cooperative so that it can become a study material whose results can be followed by cooperatives. Others in Indonesia. This study intends to examine the internal determinants for the growth of all other cooperatives in the area because the Sae Pujon cooperative is located in Malang Regency. This is achieved by looking at how the variables of organizational commitment, which act as a mediator on the employee performance variable, relate to the variables of motivation, organizational culture, and transformational leadership. greatest growth rate.

RESEARCH METHODS

This research used quantitative research methods with an associative method to evaluate the link between one or even more variables and other variables (Sugiyono, 2019). This study aims to demonstrate the type of impact that arises from one or more independent variables on the dependent variable, where Transformational Leadership Variable, Motivation Variable, and Organizational Culture Variable become independent variables that influence employee performance, which in this case becomes

the dependent variable, and Organizational Commitment Variable becomes the mediating variable in this research. so that hypothesis testing in addition to using regression testing, this study also uses path analysis.

Research Framework and Hypothesis

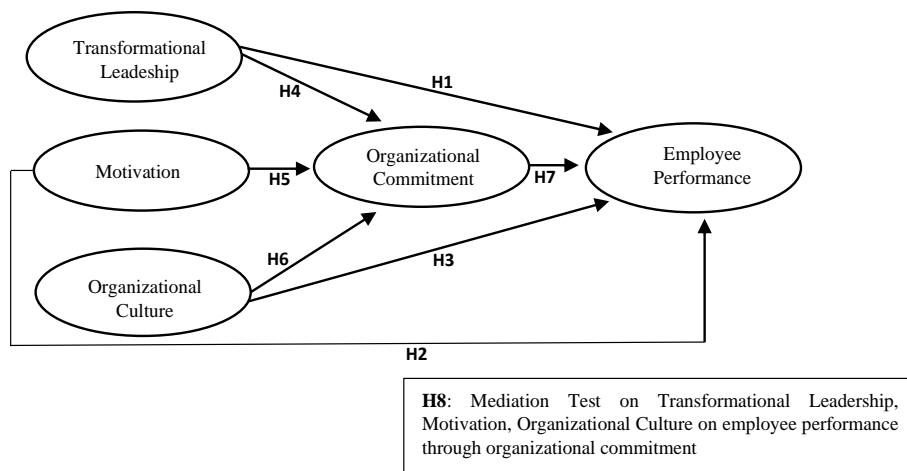


Figure 1. Research Framework

Based on the picture above, the hypothesis of this study is as follows:

1. Hypothesis 1 (H1): Transformational leadership Variable has a Significantly positive Affect on Employee performance variable
2. Hypothesis 2 (H2): Motivation variable has a significantly positive affect on employee performance variable
3. Hypothesis 3 (H3): Organizational culture variable has a significantly positive affect on employee performance
4. Hypothesis 4 (H4): Transformational leadership variable has a significantly positive affect on organizational commitment variable
5. Hypothesis 5 (H5): Motivation variable has a significantly positive affect on organizational commitment variable
6. Hypothesis 6 (H6): Organizational culture variable has a significantly positive affect on organizational commitment variable
7. Hypothesis 7 (H7): Organizational commitment variable has a significantly positive affect on employee performance variable
8. Hypothesis 8 (H8): Variable of Organizational commitment variable Mediate the Effect of Transformational leadership variable, Motivation variable, and Organizational culture variable on Employee performance variable

1. DATA COLLECTION TECHNIQUE

This study used an interview instrument in the pre-research stage to acquire information from numerous employees on the research variables, which subsequently served as validation for creating the questionnaire and its items. The secondary data instrument was then used to determine the number of employees and their fields in the Sae Pujon Cooperative. It was then utilized to disseminate offline questionnaires as primary data collection tools. It should be emphasized that there are employee performance variable in this study. As a result, the head of each unit's field is also involved in a proportional amount so that the outcome can be the result of primary data on employee performance variable characteristics.

As a result, the questionnaire was sent to two groups: the first was distributed to employees in each unit by the sample proportion. Specifically, the questionnaire demands employee perspectives, as evidenced in the variables Transformational leadership variable, Motivation variable, Organizational Culture, and Organizational commitment variable. Second, the questionnaire was provided to each division head from each unit since it required an assessment from the division head on the employee performance variable of each employee in each unit.

The questionnaire given to employees contains a total of 65 statement items consisting of 16 statements for the Transformational leadership variable, 20 related to the Motivation variable, ten statements for the Organizational culture variable, and 19 statements for the Organizational commitment variable. Then, for the questionnaire given to the head of the field, the total has 13 statement items to assess employee performance variable. So that the total question items from this research are 78 question items. Respondents from the questionnaire were asked to agree or disagree with the statement using a 5-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Agreed, 4=Agree, 5=Strongly Agree)

1. SAMPLING PROCESS

After collecting data regarding the number of employees, the sample is taken proportionally by measuring the percentage of the sample size from the population in each unit. The proportional distribution of samples is arranged as follows:

Table 1. Sampling Process

No.	Unit	Number of Employees	Man	Woman	Proportion of Sample
1	Milk Receiving Assistant	32	32	0	21
2	Office	17	11	6	11
3	Dairy	79	74	5	51
4	Farm	19	19	0	12
5	Rearing	7	7	0	4
6	Saepro	15	12	3	10
7	Security	22	22	0	14
8	Transportation	19	19	0	12
9	Savings and Loan Unit	4	2	2	3
10	Store	6	5	1	4
11	Cafe	7	1	6	4
12	Health Unit	7	2	5	4
		234			150

Source: Data Collected from Sae Pujon Cooperative

table 1 above shows it can be concluded that the sample to be distributed to employees is 150. Then considering that there are employee performance variable that require measurement from the head of the division for each of the 150 employees, the questionnaire will be distributed to the head of the field who assesses each employee in the sample also follow this number, namely 150 respondents from the head of the field so that the total questionnaire distributed is 300 questionnaires.

RESULT AND DISCUSSION

RESULT

In this study, two data analysis techniques—linear regression and path analysis—are used for hypothesis testing.

Table 2. Regression Test 1

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	18.687	5.116		3.653	.000
	Transformational leadership	.863	.074	.693	11.679	.000
2	(Constant)	7.702	4.662		1.652	.101
	Motivation	.830	.055	.780	15.181	.000
3	(Constant)	5.848	5.556		1.052	.294
	Organizational	1.670	.128	.732	13.055	.000

a. Dependent Variable: Organizational commitment

1. LINEAR REGRESSION

Linear regression was performed two times. The purpose of the first regression is to ascertain how the independent variable, which also serves as an intervening variable, affects the dependent variable. The impact of the independent variable on the dependent variable is determined by the second regression. The table contains the findings of the second regression test.

Table 2 shows that regression research equation 1 can be arranged: Based on Table 2, the following regression research equation 1 can be arranged:

Regression 1:

$$Y_1 = b_1X_1 + b_2X_2 + b_3X_3 + e_1$$

$$Y_1 = 0.693X_1 + 0.780X_2 + 0.732X_3 + e_1$$

Equation (1) suggests that as the value of organizational commitment (Z) increases, the value of transformational leadership (X1) reduces and inversely. The organizational commitment variable (Y) increases in value in the same way as the motivation variable (X2) does, and vice versa. Organizational commitment variable (Z) increases when the quantity of the organizational culture variable (X3) increases, and likewise.

This researchers reported that the organizational commitment variable increased in direct proportion to the strength of the transformational leadership variable. The transformational leadership variable has a t count of 11,679 and a significant value

of $0.000 < 0.05$, according to Table 2. (X1). H4, which asserts that transformational leadership variable has a positive and significant influence on the organizational commitment variable to SAE Pujon Cooperative employees, is therefore accepted.

In equation (1), the organizational commitment variable's value rises as the motivation variable (X2) does (Z). This means that an employee's loyalty to the company will increase in direct proportion to the strength of the motivation variable. According to Table 2, the motivation t count is 15,181 and the significance level is $0.000 < 0.05$. This shows that H5, which asserts that motivation variable has a significantly positive impact on the organizational commitment variable, is accepted.

Similarly, in equation (1), the Organizational commitment variable's value rises as the value of the Organizational culture variable (X3) does (Z) variable. This implies that employees are more devoted to their employers the stronger the organizational culture. The motivation t count is 13,055, with a significance level of $0.000 < 0.05$, according to Table 2. Thus, H6, which asserts that corporate culture has a favorable and considerable influence on employee organizational commitment, has been approved.

Table 3. Regression Test 2

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	24.598	3.253		7.563	.000
	Transformational leadership variable	.438	.047	.609	9.334	.000
2	(Constant)	20.208	3.227		6.263	.000
	Motivation variable	.408	.038	.663	10.773	.000
3	(Constant)	13.985	3.294		4.246	.000
	Organizational culture variable	.943	.076	.715	12.440	.000
4	(Constant)	22.939	2.656		8.637	.000
	Organizational commitment variable	.407	.034	.705	12.087	.000

a. Dependent Variable: employee performance variable

Table 3 shows regression 2 research equations can be arranged:

Regression 2:

$$Y_1 = b_1X_1 + b_2X_2 + b_3X_3 + b_4Y + e_1$$

$$Y_1 = 0.663X_1 + 715X_2 + 715X_3 + 705Y + e_1$$

Equation (2) indicates that the significance of the employee performance variable (Y) will increase as the number of the transformational leadership variable (X1) increases, and vice versa. According to this research, employee performance will improve the more the transformational leadership variable is high. Table 3 displays a t count of 10,773 for the transformational leadership variable (X1) and a significant value of $0.000 < 0.05$. H1, which asserts that transformative leadership has a favorable and considerable impact on employees of SAE Pujon Cooperative, is therefore approved. Employee performance variable (Y) grows in value when the inducement variable (X2) in equation (2) does, and vice versa. Research implies that an employee performance will improve as motivation increases. The motivation variable's t count is 10,773 with a significance level of $0.000 < 0.05$, as shown in Table 2. As an outcome, it appears the H2, which states that the motivation variable has a favorable and significant effect on the employee performance variable, is accepted.

In equation (2) organizational culture variable (X3), the value of the employee performance variable (Y) will rise when the number of the organizational culture variable (X3) rises and vice versa. Employee performance is a variable that rises with organizational culture. The incentive variable's t count is 12,440, as shown in Table 3, with such a significant value of $0.00 < 0.05$. Thus, H3, which asserts that "Organizational culture variable has a significant and positive impact on employee performance variable," is considered to be correct.

Table 3 shows that the t count of the Organizational commitment variable (Z) is 12,087 with a significance of $0.000 < 0.05$, which means that H7 states that Organizational commitment variable has a positive and significant effect on employee performance variable.

2. PATH ANALYSIS

Table 4. Regression Test 2

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	18.719	2.961		6.322	.000
	Transformational leadership	.167	.057	.232	2.941	.004
	Organizational commitment	.315	.046	.544	6.905	.000
2	(Constant)	18.074	2.994		6.037	.000
	Motivation	.178	.056	.289	3.193	.002
	Organizational Commitment	.277	.052	.479	5.298	.000
3	(Constant)	12.663	3.067		4.129	.000
	Organizational Culture	.566	.103	.429	5.485	.000
	Organizational commitment	.226	.045	.391	5.001	.000

a. Dependent Variable: Employee performance

Path analysis is used to evaluate variables' indirect significance. The interpretation of the path analysis based on table 4 is based on the output of SPSS v22 as follows: 1. impact (X1) on (Y) is through (Z) mediated Table 4 demonstrates that X1 indirectly influences Z significantly and favorably through Y. This indicates that the organizational commitment variable has been shown to mediate the effect of transformational leadership on employee performance. At the SAE Pujon Cooperative, it has been demonstrated that higher levels of transformational leadership boost employee performance through organizational commitment to employees. This can be determined by comparing the significance value between the organizational commitment variable's value of 0.000 and the transformational leadership variable's value of 0.004<0.05. 2. (Z) acts as a mediator between (X2) and (Y): Table 4 demonstrates that the significant value for the incentive variable (X2) and organizational commitment variable (Y) is less than 0.05. Given that both the organizational commitment and motivation variables have significance values of 0.00<0.05, it is possible to argued that the organizational commitment variable could mediate the impact of the motivation variable on the employee performance variable. This demonstrates how the motivational variable might mitigate the effect of the employee performance variable on the SAE Pujon Cooperative. 3. (X3) influences (Y) through (Z), which is a mediator: Organizational culture variable (X3) and organizational commitment variable (Z) variables in Table 4 both have significant values that are less than 0.05. It can be argued that the organizational commitment variable can mediate organizational culture variable on employee performance variable since the significant values of the organizational culture variable and organizational commitment variable are both 0.00<0.05.. This shows that Organizational commitment variable can mediate Organizational culture variable on employee performance variable at the SAE Pujon Cooperative. The discussion on the effect of X1, X2 and X3 on Y with Z mediation above is a mediation test, and all three are accepted; this means that H8, namely the mediation test of X1, X2 and X3 variables on Y through Organizational commitment variable is accepted, this also means that each -each variable has a positive and significant effect on Y through Z.

DISCUSSION

This research was conducted by distributing questionnaires proportionally to each unit, as follows: Milk Recipient Assistant (21), Office (11), Dairy Unit (51), Farm (12), Rearing (4), Saepro (10), Security (14), Transportation (12), Savings and Loan Unit (3), Store (4), Cafe (4), Health Unit (4), for a proportional sample of 150 employees whose questionnaires were distributed to employees according to the proportion of the number of each field. On the employee performance variable, this study also involved the head of the field from each unit to participate in assessing the employee performance in each unit, therefore the questionnaire for the employee performance variable also amounted to 150 questionnaires because it followed the number of questionnaires containing statements on the transformational leadership variable, motivation, organizational culture and organizational commitment shared with employees. Therefore, the total number of questionnaires distributed amounted to 300 questionnaires.

The results of the study showed that the employee performance variable was significantly and positively influenced by the transformational leadership variable (H1). This result is consistent with the findings of a study by Wicaksono and Muhdiyanto (2010), which found that transformational leadership variables can improve performance by providing encouragement, advice, motivating ability development, approaches to work rules and procedures, and giving reprimand and praise to employees. In line with that, Wahyuniardi and Nababan (2018) show that when a leader shows good transformational leadership, along with that employee performance also increases. Transformational leadership variables in principle are ideas related to leaders who focus on motivating employees to work better based on behavior to help transform employees and organizations (Kaihatu & Rini, 2007).

circulation, or the unidirectional relationship between transformational leadership and employee performance. The better a leadership style, in this case transformational leadership will also increase the progressivity of employee performance. This kind of relationship is an important factor in terms of managing an organization based on human resources. Leaders who are able to transform their employees will definitely improve the performance of their employees. This is because of how a leader is able to instill organizational values, convey strategically and informatively regarding how to achieve organizational goals to constructive evaluation for his subordinates. In the case of the Sae Pujon Cooperative, the role of a transformational leader is very important, the employees of the Sae Pujon Cooperative are employees who still have close family relations which ultimately has an impact on the internal factors of Human Resources including Motivation, Organizational Culture to Commitment in supporting employee performance. which is progressive because these aspects have been formed in advance with kinship factors and the same background similarity, therefore the role of a transformational leader is for how values can be transformed to support organizational progress.

The research showed that the motivation has a significant impact on the employee performance (H2). This result is supported by Orocomna et al. (2018) In PT Taspen provide evidence in favor of this finding (Persero). This is in agreement with the result of Larasati and Gilang (2016), who found that the motivational variable had a significantly positive impact on the employee performance variable. A motivation variable is something that encourages people to work harder and happier so they can accomplish more and perform better for themselves. According to Gultom (2014), Employee performance is positively and significantly influenced by the motivation variable. Similarly, Research findings from Ainanur & Tirtayasa (2018) show that employee performance variable is significantly and positively influenced by the motivation variable. The better the motivation variable of employees, the enthusiasm of employees in doing work is also high so that their performance is also higher. These results indicate the motivation variable is an important element in the employment of an agency or company. Motivation is something that has a high level of urgency in enabling a good management pattern based on morale so that it can provide progressive employee performance. Reciprocity Motivation and employee performance are important circulations to be cared for in the form of appropriate compensation, rewards and motivational praise which will certainly have an impact on increasing morale. and vice versa with what will happen to employee performance, which will increase due to good motivation.

later in this study, it was also found that the variable pertaining to organizational culture had a significant positive impact on the variable pertaining to employee performance (H3). According to the research of Rosvita and Setyowati (2017) the organizational culture variable greatly improves employee performance. Organizational culture is a management tool that, when applied effectively, can affect employees' attitudes, commitment, and conduct. This implies that employee performance will increase in direct proportion to company culture. Each component of organizational culture is often linked to shared values, norms, attitudes, and work ethic (R. F. et al., 2021). A high organizational culture is actually able to create work comfort and good communication so that it can create progressive performance of employees. circulation that is born from good employee performance also takes care of a high organizational culture, therefore leaders should be observant to see this healthy circulation between high organizational culture and progressive employee performance. Organizational culture and good employee performance certainly cannot be separated from the vision and judgment of a leader, in this case with a transformative style a leader should be able to maintain and care for the circulation that occurs including organizational culture and employee performance in an organization. More specifically, as happened in the Sae Pujon Cooperative whose employees have very close kinship and socio-cultural backgrounds, enabling the creation of a high culture that exists in an organization. making it easier for a leader to recall shared values or norms to foster a work ethic that enables progressive employee performance.

In addition, this research discovered that variable of transformation Leadership has a significant and positive influence on the organizational commitment variable (H4). In line with this, the organizational commitment variable was found by Oupen and Yudana (2020) to be significantly impacted positively by transformative leadership. Transformational leadership variable can effect more fundamental changes in subordinates' values, ambitions, and requirements. Because of the fulfillment of higher demands, these changes have an impact on the emergence of subordinate commitment. Leaders with a transformational leadership style can provide ambition as well as solidarity values so that it can bring up employees who maintain their membership and are passionate about achieving organizational goals. Employee performance will always be monitored by transformative leaders, this is because it is shown in the transformation of organizational values and goals so that adjustments to the organization and human resources in the organization are seen from this context, namely, employee performance can be relevant to existing conditions. In the case of Sae Pujon, the leader needs to focus more on how to generate a work ethic that leads to employees who struggle to achieve organizational goals, because in the context of organizational commitment, regarding employees who want to maintain their membership, it is already taking place considering the employees at Sae Pujon Cooperative are individuals who have similarities in socio-cultural even in some cases there are also kinship relations between employees

This study found that the organizational commitment variable is significantly positively impacted by the motivation variable (H5). The results of this investigation are in agreement with the findings of Suputra and Sriathi (2018), who discovered that the stronger the Motivation variable that pushes employees to be productive, the higher the Organizational commitment variable that exists in employees. According to research, motivation variable has a significant and positive influence on organizational commitment variable. Things that need to be done to increase work motivation variables, especially motivational variables related to performance, such as increasing wages for employees who exceed the company's work targets, involving employees in social activities, etc. maximum organizational commitment variable. Therefore, leaders need to use motivational instruments carefully so that they are right on target, namely increasing employee organizational commitment. in the Sae Pujon cooperative this has become of course what the leader has done, plus the scope of social capital that supports it, such as familiarity supported by similar backgrounds, some are even still part of the family tree. This example should be an appropriate reflection for other cooperatives that are based and empower the surrounding community.

The study also shows that the organizational commitment variable is highly positively impacted by organizational culture. (H6). The finding of Nurdin and Rohedi (2016) is in agreement with the finding of this investigation, It found that each employee's organizational commitment variable to the organization was stronger the more effectively organizational culture was distributed throughout the organization. Nurdin and Rohedi (2016) demonstrates a significantly positive association between the influence of organizational culture variable on organizational commitment variable. According to Greenberg and Baron (Greenberg

& Baron, 2008), One of the roles of organizational culture variables is to increase employee commitment to the organisation's goals. One of the functions of organizational culture, according to Robbins (1996), is to allow for the formation of commitment in individuals, where this commitment grows increasingly substantial with a strong enough basis to develop the notion of increased involvement. A high organizational culture in which progressivity occurs and harmonious relationships based on the values of solidarity and on a clear organizational vision can create loyalty as well as the struggle of employees who are so ambitious to achieve organizational goals as reflected by increased organizational commitment. Organizational Culture at the Sae Pujon Cooperative as it is known is supported by its employees who still have family relationships and are also part of the same socio-cultural community, therefore this is the initial capital that already exists, so it only needs to be seen carefully so that it becomes a tool. In developing employee progressivity based on organizational commitment, including its efforts to maintain its membership status to efforts to achieve organizational goals.

According to this analysis, this research found that Employee performance was highly influenced by the organizational commitment variable (H7). This is in line with Sapitri (2016) who found from, which imply that higher organizational commitment levels are related to higher employee performance levels. According to Sapitri's research, the employee performance variable is highly positively impacted by the organizational commitment variable. This is supported by the finding made by Jamal et al. (2021) that the organizational commitment variable's application to the employee performance variable shows that the two variables interact significantly and positively. This is because when organizational commitment is defined as how members want to maintain their membership as well as strive to achieve organizational goals, this means that what should happen is a unidirectional relationship between organizational commitment to employee performance. In the case of the Sae Pujon cooperative, the concept of commitment has been present in its initial form, namely kinship and similarity of socio-cultural backgrounds (community of Pujon sub-district, Malang), so that the initial capital for an organization based on social capital of this kind should be an advantage in order to create a work ethic, so that Organizational management needs to maintain and develop performance by basing it on the common values of individuals. The similarity of values as capital for generating work ethic also creates a work culture that is easy to build well so that leaders can provide more massive encouragement so that employee performance can increase among employees.

Transformational leadership variable, Motivation variable and Organizational culture variable affect on employee performance variable through Organizational commitment variable as a mediating variable (H8). The significance value evidences this between transformational leadership variable with a value of $0.004 < 0.05$ and Organizational commitment variable with a value of $0.000 < 0.05$, so it can be concluded that Organizational commitment variable mediates the effect of transformational leadership variable on employee performance variable. Then also, the significance value of the motivation variable is $0.00 < 0.05$, and the significance value of Organizational commitment variable is $0.000 < 0.05$, so it can be concluded that Organizational commitment variable can mediate Motivation variable on employee performance variable. Finally, the significance value of the Organizational culture variable is $0.000 < 0.05$, and the significance value of Organizational commitment variable is $0.000 < 0.05$, so it can be concluded that Organizational commitment variable can mediate Organizational culture variable on employee performance variable. Employee performance is an important variable in the progress of organizational management, in this case, the Sae Pujon Cooperative. It can be seen that the development of the Sae Pujon cooperative on internal organizational factors based on human resources, there are positive relationships between variables that influence (Transformational Leadership, Motivation and Organizational Culture) and those that are influenced (Employee Performance). Partially also, it is proven that the Organizational Commitment variable can act as a mediator in the relationship between the two groups of variables. Transformational leadership with a reflection in the form of leaders who are able to transform company values as well as individual interests into common interests, motivational drives that give morale and high organizational culture also create employee loyalty and ambition in achieving goals can be seen from the progressivity of employee performance which is always increasing.

The leadership at Sae Pujon Cooperative can transform various administrative and cultural interests, which has helped create a high Organizational culture variable in the Sae Pujon Cooperative. Leaders who create a good culture can easily provide high morale to work better for their employees. In transformational leadership, leaders who often provide Motivation variable to a high Organizational culture variable give birth to work comfort, which is reflected by the Organizational commitment variable of its employees. The internal factors of the Sae Pujon Cooperative have good orientation in developing human resource-based Organizational management so that employee performance variable increases as well as the progressivity of the Organization. Transformation is a leadership style that is flexible but has a transformative goal by giving followers or subordinates the form of ambition that shows by presenting work motivation and values to maintain solidarity and progress in work which is reflected in a high organizational culture. As a result, these things allow the birth of organizational commitment which is reflected by members who want to retain their members and enthusiasm in achieving organizational goals. Lastly, this will also increase the progressivity of human resource-based organizational management. Good Human Resources can be seen in the performance of employees in an advanced organization. The SAE Pujon cooperative itself has proven this with internal factors based on progressive and open Human Resources so that employees can feel comfortable which creates loyalty and progress in work in the organization.

These findings can be used as a reference for strengthening internal factors in managing cooperatives based on Human Resources especially cooperatives. Malang Regency, which has 1,239 active cooperatives, needs to continue to develop cooperative management based on Human Resources, which is centred on employee performance variable factors and other factors that influence it. In the Sae Pujon Cooperative, each variable, including Leadership Style, Motivation variable, Organizational culture variable to Organizational commitment variable, had a significant and positive influence on the Employee performance variable. On the other hand, the role of Organizational commitment variable as a Mediation variable also positively impacts the influence of other variables on the Employee performance variable. Therefore, the study results are intended as an insight into human resource management related to internal Organizational factors, including leadership style, Motivation variable, culture, and commitment to employee performance variable in Organizations, especially cooperatives.

CONCLUSION

The Sae Pujon Cooperative, Malang Regency, East Java, Indonesia, is a cooperative used as a pioneer and has been named a food cooperative pilot project. This is because good cooperative management is made possible by good human resources, which is reflected in employee performance variable. This is an important study because Malang Regency is the earth for cooperatives with more than a thousand active cooperatives to optimise their cooperatives through employee performance variable development. The problem of leadership is an important key in the context of whether a leader is heard or not in providing work encouragement, creating a high Organizational culture variables so that it gives birth to work comfort that appears in the form of Organizational commitment variable.

The cooperative management system is more influenced by the characteristics of the membership system and its members. In a certain area that has a very strong communal culture, it becomes the basic capital for the formation of a strong organization. This is in accordance with the identity of the cooperative which prioritizes kinship and mutual cooperation. Therefore, the adoption of social capital in the cooperative management system becomes an effective supporting factor for the sustainability and performance of the organization. A strong social system will form a more transformative leadership pattern. Strong communal ties will support the realization of the commitment of members and employees to the organization. Leadership, culture and commitment of members are factors that will have an impact on performance in the end. Future research is still open to opportunities by examining more deeply related to how social capital interacts in the formation of culture, leadership patterns and commitment.

Through organizational commitment variable, transformational leadership variable style, motivation variable, and organizational culture variable have a major and beneficial influence on employee performance variable. That is, each variable has a direct relationship with employee performance variable and is mediated by organizational commitment variable. Based on these findings, the management and management can identify various applications in management practice. In fact, it has been found that employee commitment is one of the capitals in improving performance. Management efforts need to be directed towards building employee commitment, especially those based on more transformative leadership practices, adequately meeting employee needs as a motivational factor and developing local values and culture to strengthen the culture within the organization.

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