

## ORGANIZATIONAL COMMITMENT, COMPETITIVE ADVANTAGE, INFLUENCE ON PERFORMANCE COOPERATIVE IN WEST JAVA REGION

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### ABSTRACT

*This study aims to find out what is the problem in the cooperative, because found the fact that many cooperatives are not active (dead). The number of cooperatives in Indonesia is very large reaches 209,488 units, but there are no nationally active cooperatives reaching 62,239 units or about 29.14%. This phenomenon needs to be sought, so that the inactive cooperative does not continue to be a dead cooperative, and an active cooperative can also develop and can support the purpose of the cooperative as the economic support. Through Organizational Commitment, and Competitive Advantage is believed to be able to support the performance that is not currently optimal. The number of inactive cooperatives is suspected due to the non-functioning of existing Organizational Commitment so that it affects the Competitive Advantage that will ultimately impact on the performance of cooperatives. The method used is descriptive survey with the number of samples taken by 225 units of cooperatives. The results showed that the influence of Organizational Commitment to the competitive advantage of 55.26%, The influence of Competitive Advantage to Performance of 40.93%. But from the calculation results obtained that the Organizational Commitment on the cooperative has got the value of Good, Competitive Advantage gets Enough value. Through the calculation of Balanced Scorecard obtained indication that the four perspectives are: Growth and Learning; internal business processes; customer perspective; and the financial perspective gives results on Performance with Fair value.*

Keywords: Organizational Commitment, Competitive Advantage, Performance, Cooperative.

### 1.1. Research Background

Cooperatives in Indonesia are expected to side with the economic interests of the people known as the weak economic class, this strata usually comes from the lower middle class society. The existence of cooperatives is intended to be able to balance the economic pillar. Cooperative institutions by many people, is believed to be very compatible with the culture and lifestyle of the Indonesian nation. It contains self-help content, cooperation for the common good and some other moral essence (Ministry of Cooperatives and SMEs, 2012).

Cooperatives as self-supporting organizations, defined as a self help organization, ie organizations whose members of individuals join together on the basis of mutual interest to improve the social economic conditions in order to better able to meet the long-term needs of realizing the common prosperity. LIPI research results in Business News (2003), concluded that the cooperative efforts to fight for and secure the interests and welfare of members less successful. This is due to the fact that there are still many cooperative members in the profit of a small number of members (Business News, 22 April 2003: 11) and (Wagiono Ismangil, 2006: 72), declared that Indonesia has not succeeded in developing the economy at the rural level causing the development of the people economy, other because the container of cooperatives as the support of the national economy has not been successful.

The number of cooperatives in Indonesia is very large reaches 209,488 units, with cooperatives inactive nationally reaching 62,239 units of about 29.14%. This figure is quite high so it is necessary to know further why this situation occurs, when the cooperative should be one of the national economic actors have an important role is still not maximally perform its role (Kemenkop, 2014). This requires concrete action from the government to keep the number of inactive cooperatives unabated, and for active cooperatives to survive to grow and carry out their duties as the pillars of the Indonesian economy. This phenomenon needs to be searched for, so that the inactive cooperative is not growing, and active cooperatives can develop so as to support the purpose of cooperatives as economic supporters.

The performance of cooperatives which in this case is represented by the management of managers, supervisors and employees has not been maximized, the need for organizational commitment due to lack of understanding of cooperatives as business entities that have unique or unique institutional structures and less popular in the right cooperative practices in society (Suryadarma Ali; Minister of Cooperatives, 2007). Cooperatives have lost their identity as autonomous business entities and independence, erosion of trust, awareness and public support for cooperatives. Affects many units of cooperative business out of business, unprofessional management and unfocused work plans to make many cooperatives close. The reason is that cooperatives have not competitiveness lately (<http://www.hupelita.com>, 2007).

### 1.2. Formulation of Research Problems

Taking into account the above-mentioned description, the cooperative deals with organizational commitment, and competitive advantage and its impact on cooperative performance. The existence of organizational commitment that has not been fully done

by the board, the manager at the cooperative has not run optimally stated still need further improvement from cooperative management. This situation becomes an important factor for cooperatives in running their business.

Based on the background that has been described previously, it can be seen that the subject matter can be identified through the following questions:

1). How is the influence of organizational commitment to Cooperative Excellence cooperative in West Java region. 2). How the influence of Competitive Advantage affect the performance of cooperatives in the region of West Java. 3). How Organizational Commitment Affects Competitive Advantage, and also influences Cooperative Performance in West Java.

### 1.3 Research Objectives

In accordance with the identification of problems that have been formulated above, then the main objectives these research is to have analysis of relationship among variables are:

1). How many impact the influence of organizational commitment to the competitive advantage of cooperatives in West Java Region. 2). How many impact the influence of organizational commitment to the performance of cooperatives in the area of West Java 3). How many impact the influence of organizational commitment to competitive advantage and competitive advantage to cooperative performance in West Java.

## II. REVIEW OF LITERATURE

### 2.1. The Foundation of Research Theory

According to Newstrom and Davis (2002: 72), organizational commitment is the level by which individuals take sides and want to continuously participate actively in the organization, which is reflected by the following characteristics: (1) .The strong conviction and acceptance of organizational values and goals ;, (2). Willingness to work best for the organization; (3). There is a definite desire to stay in the organization.

According to Gibson (2009: 315) commitment to the organization involves three attitudes: (1). Identification with organizational objectives, (2) .Making involvement in organizational tasks, and (3). Feeling of loyalty to the organization. So that interpreted organizational commitment is a form of identification, loyalty and involvement expressed by employees to the organization. Employees who have good komtimen means that the employee has loyalty to the organization where he is currently and will strive to try to optimally achieve the goals of the organization where he works.

Competitive Advantages, which are definitively a tool for achieving company goals, are the stages of an optimal answer to new challenges that organizations and companies may encounter, both as a result of previous steps and because of external pressure (David R.fred 2009 : 183). According to Barney B.Jay and Hesterly S.William (2012: 28), states in general, a firm has competitive advantage when it is able to create more economic value than rival firms.

Company performance is the output or the result of the implementation of all activities related to business activities, the company's performance indicators are sales growth and profitability (Best, 2009: 66). In general, performance is limited as the company's success in achieving its goals. According to Hubbard & Beamish (2011: 140), corporate performance indicators can be seen from the aspects of marketing and through the company's financial performance. Measuring company performance through marketing can be measured by sales, market growth, and market share.

Organizational commitment according to research results from Yuchun Xiao, Xiyan Zheng, Wenan Pan, XiaoXia Xie (2006), organizational commitment is significantly related to greater company performance and direct. Then Yuchun, Zheng Xiyan, Wenan, XiaoXiaXie (2010), on their research stated that team commitment and individual commitment as a part of organization commitment have a positive corelation with competitive advantage of cooperatives.

## III. RESEARCH METHODS

### 3.1. Used Method

The purpose of this study is to obtain a description of the variables studied, and reveal the interrelationship between variables. Referring to the purpose of this study used conclusive research. According to Malhotra (2013: 108) conclusive research aims to test the hypothesis and know the relationship between variables. Variables are concepts that have a variety of values (Nazir, 2003). The research method used is descriptive survey and explanatory survey method. Descriptive survey method is a research method that aims to obtain a description of the object under study. While explanatory survey method is a research method that aims to determine the characteristics of variables by examining a number of samples.

### 3.2. Data Collection

Data collection is used with one shoot-cross sectional timeframe, ie, done with data only once collected in order to answer research questions. Survey method is a structured questionnaire given to respondents to obtain specific information. What is meant by structured is the use of a formal questionnaire that presents questions in a predefined order and respondents are asked to select a set of predetermined answers (Malhotra, 2013: 108). The unit of analysis of this research is an active cooperative residing in the area of West Java Province.

### 3.3. Population and Sample

The population of those research are all cooperative in the West Java Province. Sampling method used is purposive cluster proportional sampling To obtain the number of samples in the population used the Slovin formula (Suliyanto, 2006: 100). The sample size is calculated using the following formula:

$$n = \frac{N}{N \cdot d^2 + 1}$$

Description: n = sample size; N = Number of population;

d<sup>2</sup> = Precision set; 1 = Constant number

Based on the above formula, the population of 9.042 units with 5% precision applied, then the sample size in this study amounted to 225 units of cooperatives. Next can be determined category scores of respondents as stated in the table below.

**Table 3.1. Category of Respondents Score**

No	Assessment Score	Assessment Category
1	20,00 – 36,00	Very Not Good
2	36,01 - 52,00	Not good
3	52,01 - 68,00	Enough
4	68,01 - 84,00	Good
5	84,01- 100,00	Very good

Source: Research data processed (2018)

The unit of observation in this research is the active cooperative management which is represented by the management, supervisor and operational manager which located in the area of West Java Province. The analytical approach and the solution technique used as the analytical tool in this research are Structural Equation Modeling (SEM).

#### IV. DISCUSSION

##### 4.1 Descriptive Analysis

The results of the assessment of each dimension of Organizational Commitment variables on cooperatives in West Java region through the recapitulation of the eleventh dimension of measured variables can be seen in the table below.

**Table 1. Recapitulation of Average Response Distribution Score About Organizational Commitment**

No	Dimension	Total Score	Mean Score	% score	Category
1	Loyalty	2527	3,74	74,9%	Good
2	Affiliated	2159	3,20	64,0%	Enough
3	Value and Purpose	2509	3,72	74,3%	Good
4	Hard work	2077	3,08	61,5%	Enough
5	Employee Emotional Engagement	2422	3,59	71,8%	Good
6	Costs and Risks	2396	3,55	71,0%	Good
7	To be responsible	2503	3,71	74,2%	Good

Source: Research data processed (2018)

Based on the results of the assessment of each dimension of Competitive Advantage variables can further illustrated the condition of competitive advantage in cooperatives in West Java region through the recapitulation of the eleventh dimension of the measured variable.

**Table 2. Average Recapitulation of Response Distribution Score Regarding Competitive Advantages**

No	Dimension	Total Score	Mean Score	% score	Category
1	Cost advantage strategy	2908	3,23	64,6%	Enough
2	Differentiated Strategies	2150	3,19	63,7%	Enough
3	Strategy Focus	2200	3,26	65,2%	Enough
	Average Variable of Competitive Advantage	7258	3,23	64,5%	Enough

Source: Research data processed (2018)

Based on the results of the assessment of each dimension of Performance variables can further illustrated performance conditions in cooperatives in the region of West Java through the recapitulation score of the eleventh dimension of the measured variable obtained by the average value of self.

The board is responsible for bargaining power for customers and cooperative members in fulfilling their needs by providing good products and quick service and making it easier for customers to shop to a cooperative shop for example by delivering to the customer's home, so that cooperative Products are deemed able to compete against similar competitors such as supermarkets around the cooperative region. This will provide satisfaction for members and cooperative customers who are loyal to shopping to cooperative stores. For the Cooperative Management to conduct the policy of cheap product selling price this action is also a competitive strategy of cooperatives in sales by doing Low Price.

Table 3. Average Recapitulation of Performance Response Distribution Score

No	Dimension	Total Score	Mean Score	% score	Category
1	Financial perspective	3011	3,35	66,9%	Enough
2	Customer perspective	2224	3,29	65,9%	Enough
3	Internal Business Process	2248	3,33	66,6%	Enough
4	Perspective of growth and learning	3072	3,41	68,3%	Good
	Average Performance Variables	10555	3,35	67,0%	Enough

Source: Research data processed (2018)

#### 4.2. Analysis of Research Results Influence Organizational Commitment to Excellence competing and its implications for cooperative performance

##### 1. Estimation result of SEM model

Testing the influence of Organizational Commitment to Competitive Advantage and its implication to cooperative performance in this research using statistical tool Structural Equation Modeling (SEM). Calculations are performed with the help of the Lisrel 8.8 program.

Figure 1 shows the results of a complete analysis of the hypothesized structural model estimation.

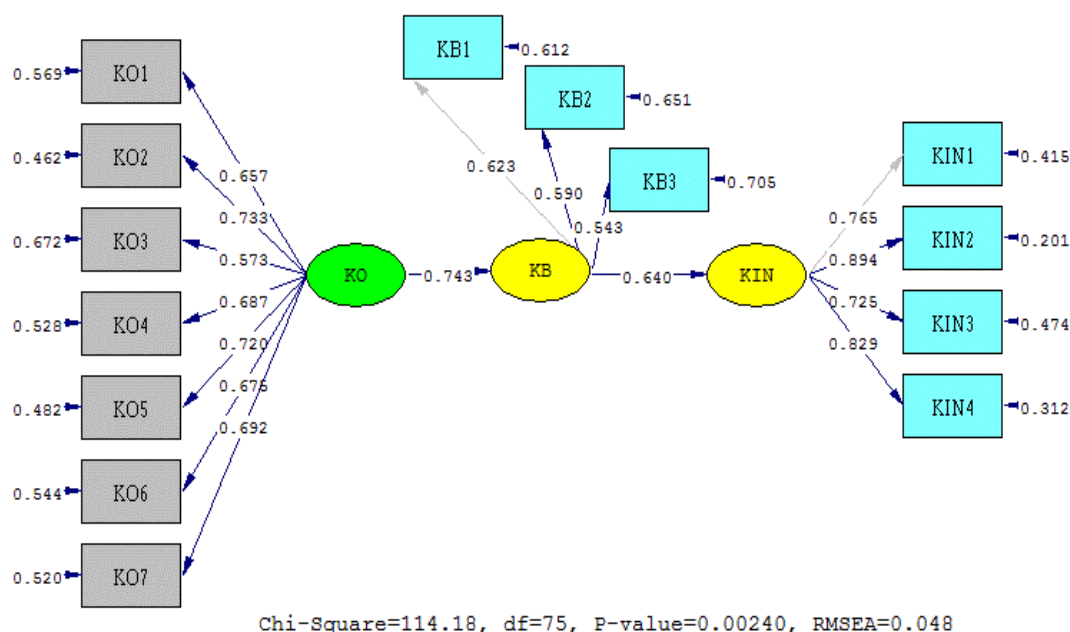


Figure 1. Structural Model Influence Organizational Commitment to Competitive advantage and its implications for cooperative performance

There are two parts in the SEM result: the first is a measurement model that explains the variance proportion of the manifest variable (indicator) that can be explained in the latent variable so that it is known which indicator is significant in the formation of the latent variable. The second part is the result of a structural model that explains the relationship between the variables tested by looking at the partial test of each path of direct influence of the SEM analysis results.

##### 2. Testing the Model (Goodness-of-Fit).

Assessment of SEM model that is formed seen from the goodness of fit size is presented in table 4.

Table 4. Goodness of Fit Result From Research Model

Goodness of Fit Indeks	Cut-off value	Computational Results	Model Evaluation
Chi-Square	DF = 75 ; = $\chi^2_{tabel} = 96,217$	114,18	Marginal (Less Good)
Probability (significance)	$\geq 0,05$	0,0024	Marginal (Less Good)
CMIN/DF	$\leq 2$	1,5224	Fit (Good)

RMSEA	< 0,08	0,048	Fit (Good)
GFI	0,90 < GFI < 1	0,9321	Fit (Good)
NFI	0,90 < NFI < 1	0,9579	Fit (Good)

Source: Research data processed (2018)

The result of goodness of fit in Table 4 shows that the model seen from the chi-square value is not good to meet the model suitability size (chi-square value of 114.18 with the significance level smaller than 0.05) The research model has CMIN / DF, GFI, NFI and RMSEA showing a good level of conformity The model proposed in this study as a whole has a goodness of fit measure that indicates an acceptable model. This means that for the appropriateness of the use of organizational commitment variables, the competitive and performance advantages of the following indicators are used to satisfy the application

### 3. Measurement Model Analysis

The following results show the testing of the meanings of each indicator on the dimensions that make up the latent variable Organizational Commitment.

**Table 5. Results Loading Latent Variable Manifest Factor**

Manifes Laten Variable	Loading Factor	T <sub>count</sub>	R <sup>2</sup>	Error Variance
Organizational commitment				
KO.1	0,6568	10.4406	0.4313	0.5687
KO.2	0,7334	12.0917	0.5378	0.4622
KO.3	0,5728	8.8037	0.3281	0.6719
KO.1	0,6874	11.0804	0.4725	0.5275
KO.2	0,7198	11.7869	0.5181	0.4819
KO.3	0,6752	10.8238	0.4560	0.5440
KO.4	0,6925	11.1894	0.4795	0.5205
<b>C-R = 0,759 ; V-E = 0,442</b>				
Competitive advantage				
KB1	0,6231	-	0.3882	0.6118
KB2	0,5904	6.5321	0.3486	0.6514
KB3	0,5432	6.1604	0.2951	0.7049
<b>C-R = 0,611 ; V-E = 0,344</b>				
Cooperative performance				
KIN 1	0,7646	-	0.5847	0.4153
KIN 2	0,8938	13.6660	0.7988	0.2012
KIN 3	0,7253	10.9893	0.5261	0.4739
KIN 4	0,8293	12.7705	0.6877	0.3123
<b>C-R = 0,880 ; V-E = 0,649</b>				

Source: Attachment of Output Results Lisrel 8.8

The results in table 5 show the factor lodging (factor weight) of each indicator for the latent variable Organizational commitment ( $\xi$ ), Competitive Advantage ( $\eta_1$ ) and Cooperative Performance ( $\eta_2$ ) ranging from 0.5 to 0.9. All loading factor manifest variables for each latent variables studied are above the average loading of the suggested factor of 0.5 and the value of t count obtained by each manifest variable more than 1,96 so it can be said that manifest variable used meaningful in measuring research variables used.

Value of Construct Reliability obtained for Organizational Commitment ( $\xi$ ) of 0.759, Competitive Advantage ( $\eta_1$ ) of 0.611 and Cooperative Performance ( $\eta_2$ ) of 0.880. Construct Reliability value calculation results of each variable indicates that each variable has a high level of reliability and this indicates that the indicators used in latent variables have a good suitability.

The results of the Variance Extracted calculation can be summarized construct formed (latent variable) is precisely constructed from the indicator for latent variable Organizational commitment of 0.442, for latent variables Competitive advantage of 0.344 and for latent variable Cooperative performance of 0.649.

### 4. Hypothesis Testing Research

After the model evaluation results can be expressed that the model meets the criteria suitable model (FIT) then tested the research hypothesis based on the value of t each causality relationship of the SEM processing results as in table 6,

**Tabel 6. Hasil Uji Signifikansi**

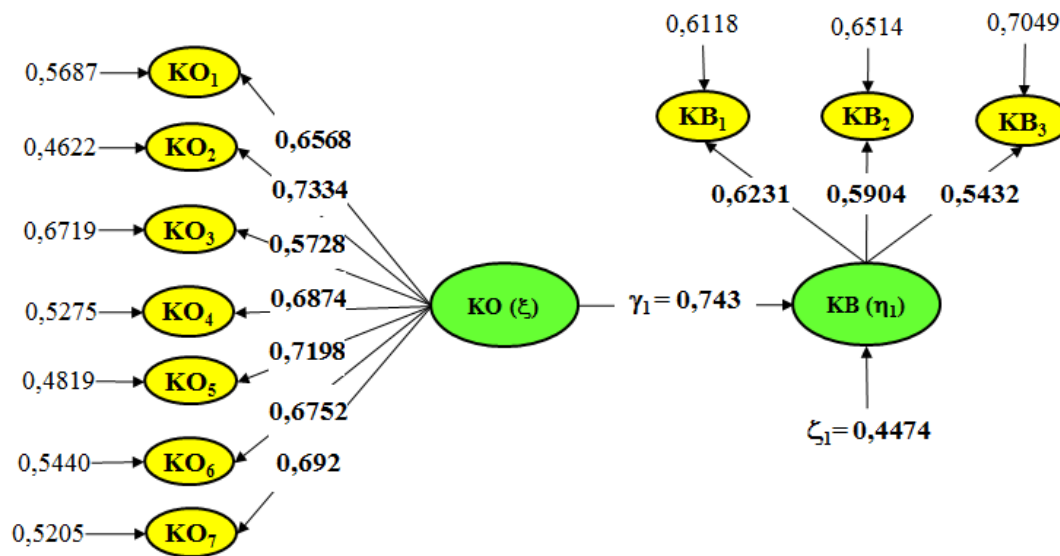
Variable	Coefficient Effect	t-count	t-critical	R <sup>2</sup>	Conclusion
Organizational commitment to competitive advantage	0,743	7,356	1,96	55,26%	There is a significant influence
Competitive Advantage to Cooperative Performance	0,640	6,225	1,96	40,93%	There is a significant influence

Source: Data processed from the results of research

**A. Result of Influence Organizational Commitment to Competitive Advantage**

The influence of positive organizational commitment to competitive advantage is shown by path coefficient of 0.743.

The result of standardized path coefficient calculations for the structural model of the effect that the Organizational Commitment to Competitive Advantage is shown in Figure 2 below:



Chi-Square = 114,18 ; df = 75 ; P-value = 0,0024; RMSEA = 0,175

**Gambar 2. Result of Structural Model Influence Organizational Commitment to Competitive Advantage**

Organizational commitment in hypothesis affects competitive advantage. To test the allegations of the study, the test hypothesis was statistically expressed as follows:

- Ho = 0: Organizational commitment has no effect on competitive advantage
- Ha ≠ 0: Organizational commitment affects Competitive Advantage

The results of statistical calculations test on hypothesis testing Organizational commitment to Competitive Advantages are summarized and can be seen in the following table:

**Table 7. Partial Test (Test t) Influence Organizational Commitment Against Competitive Advantages**

Hypothesis	Coefficient Path	T count	T critical	Decision	Description
Organizational commitment has an effect on competitive advantage	0,743	7,356	1,96	H <sub>0</sub> Rejected	Significant

Source: Lisrel Calculation Result 8.8 (processed).

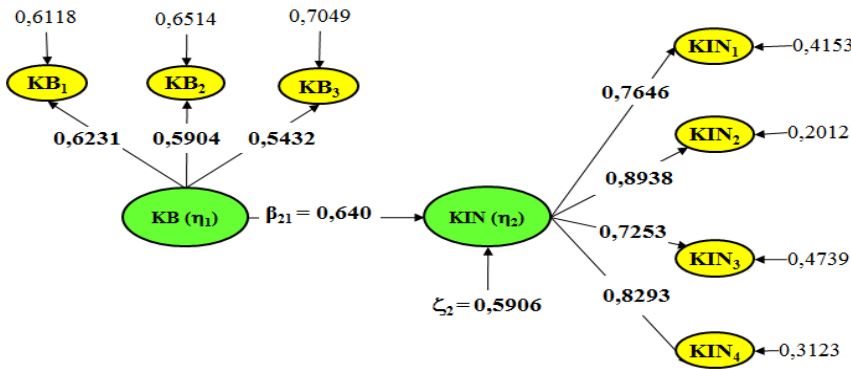
The calculation results t value for Organizational Commitment of 7.356. The value of t test statistic obtained in the region reject H<sub>0</sub> ie t<sub>count</sub> is greater than t<sub>critical</sub> = 1.96. (t count = 7,356 > 1,96) hence can be taken decision to reject H<sub>0</sub>. So the results of statistical tests show that the commitment of the organization affect the competitive advantage.

**B. Result of Influence Competitive Advantage on Cooperative Performance**

The effect of competitive advantage on cooperative performance is shown by path coefficient of 0.640. Test results concluded Competitive advantages significantly influence the performance of cooperatives. The results of standardized path coefficient



calculations for the structural model of the effect that to Cooperative Performance is shown in Figure 4.5 below: Organizational (■) of competitive advantage (■) is obtained by squaring the coefficient of Organizational Commit (■) lane by 0.743. Organizational commitment has a positive effect in increasing competitive advantage by 55.26%.



Chi-Square = 114,18 ; df = 75 ; P-value = 0,0024; RMSEA = 0,175

Figure 3. Result of Structural Model Influence of Competitive Advantage on Cooperative Performance

Competitive Advantage is hypothesized to affect Cooperative Performance. To test the allegations of the study, the test hypothesis was statistically expressed as follows:

- Ho .β21 = 0: Competitive Advantage has no effect on Cooperative Performance
- Ha .β21 ≠ 0: Competitive Advantages Affects Cooperative Performance

The result of statistical test on hypothesis testing Competitive Advantage to Cooperative Performance is summarized and can be seen in the following table:

Table 8. Partial Test (t test) Effect of Competitive Advantage on Cooperative Performance

Hypothesis	Coefficient Path	Tcount	Tcritical	Decision	Description
Competitive Advantage Affects Cooperative Performance	0,640	6,225	1,96	H <sub>0</sub> Rejected	Significant

Source: Lisrel Calculation Result 8.8 (processed)

The calculation of the computed value for Competitive Excellence is 6.225. The value of t test statistic obtained in the region reject H<sub>0</sub> ie t<sub>count</sub> is greater than t<sub>critical</sub> = 1.96. (tcount = 6.225 > 1.96) then the decision can be made to reject H<sub>0</sub>. So the results of statistical tests show that the competitive advantage affects the performance of cooperatives.

Big influence of Competitive Advantage (η1) on Cooperative Performance (η2) is obtained by squaring the coefficient of Competitive Advantage line (β21) of 0.640. Competitive advantage gives positive influence in improving cooperative performance equal to 40,93%.

## V. CONCLUSIONS AND SUGGESTIONS

### 5.1 Conclusions

Based on the results of the analysis on the above research produced some things as follows:

1. Organizational commitment has an impact to positive influence to competitive advantage.
2. On organizational commitment, that the dimensions of loyalty and responsible dimension which mentioned on organizational above, have the high score.
3. On organizational commitment that the dimension of affiliated and hardwork dimension had a lower score, so that to be improved.
4. Competitive advantage has an impact to positive influence to Cooperative Performance.
5. On competitive advantage that the dimension of focus strategy has high score.
6. On competitive advantage that all the dimention has lower score, so that tobe improved.

### 5.2 Suggestions

Based on the conclusion of the research result, the cooperative in West Java Region still needs to be improved its performance to be good through suggestions as follows.

1. Cooperatives Managers, operational managers and employee to further improve its affiliated and hardwork by training of business strategy in order to be improve performance..
2. Members partisipation on cooperative activity as well as good membership.
3. Performance appraisal of functions and units to be improved to motivate the responsibilities of cooperatives manager, operational manager and employee in order to achieves of cooperative objectives.

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