

## **Influence of Leadership Style, Competence and Commitment to Organizational Culture and Primary Cooperative Performance in Sulawesi Selatan**

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**Abstract:** *The Purpose of this research is to know and analyze the influence of leadership style, competence and commitment to organizational culture and primary cooperative performance in South Sulawesi. The population in the study was a member of the primary cooperative in South Sulawesi which amounted to 921 people. Previous sample determination using Stratified Random Sampling technique or also called sampling is randomly distratification. Stratified Random Sampling is a sampling technique that is based on subject groups and between one group and another in the form of strata or levels. Research samples are part of the population taken as data sources and can represent the entire population. The samples in this study were as much as 281 but the processed data was only 265 respondents in accordance with the return questionnaire. The analytical Model used in this study is descriptive QUANTITAF and Structural Equation Model (SEM) using the AMOS program. The results of this study indicate that leadership styles have a positive and significant effect on the culture of Oragnization, the competencies are positively and significantly impacting the organizational culture, a positive and significant commitment to organizational culture. Leadership style is negatively and insignificant in performance, the competencies are positively and insignificant in performance, a significant positive commitment to performance, organizational culture is positively influential and insignificant to performance. Leadership styles have a significant positive impact on performance through organizational cultural mediation. The competency has a significant positive effect on performance through organizational culture and a significant positive commitment to performance through organizational culture.*

**Keywords:** *leadershipstyle, competence, commitment, Budaya organizational culture and performance*

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### **I. Introduction**

In this era of globalization, it is undeniable that the economic life of society develops in a more advanced and rapid direction. Along with the development of the economic life, the people who need to know the institution or business entity that can provide facilities or services related to the economic activities. His main is the institution of the Society. Financial institutions here are intended as a container for communities to manage funds. Both in terms of capital loans and save the results of the activities or efforts of the community in achieving prosperity.

The various influences of any changes happening in the business world today require organizations to always open themselves to demands and change and strive to develop strategies and policy measures that align with the changing business environment. Human resource management is a strategic field of organization and should be viewed as the expansion and development of traditional management way to manage human beings effectively and modernly. Entering a thriving life today, people are increasingly required to have more value and competence in order to compete in the current global current. Improving the quality of human resources is one of the Upayan to improve the effectiveness of work in order to accelerate the achievement of the Mission and organizational Vision . Human Resources is the most important asset for an organization because of its role as the subject of policy executor and operational activities. In order to remain exist then must dare to face the challenge and implication is to face change and win the competition. The resources owned by an organization such as capital, methods and machines can not provide optimum results when not supported by human resources that have optimum performance.

Performance is an overview of the level of achievement of an activity program or policy in realizing the objectives, objectives, vision and mission of the organization that is poured through the strategic planning of an organization. According to Wibowo (2014) That performance is an implementation of the plan that has been compiled, where the implementation of performance is done by human resources that have the ability, the frequency, motivation and also interests. Performance appraisal is the process by which an organization evaluates or assesses employees ' success in carrying out their duties. According to Sedarmayanti (2010)

performance is a result of work that can be obtained by employees, a management process or an organization as a whole, where the results of the work could be shown in real evidence both in terms of quality and quantity.

Cooperatives generally are an institution or a business entity that has a purpose for the welfare of its members. Meanwhile, the hourly cooperative is a non-bank financial institution that is widely demanded by the community in the effort to support its economic activities. The Credit union or cooperative Simpan-pinjam is a cooperative engaged in collecting deposits from its members, to be then loaned back to members who need capital assistance. (Revrisond, 2002).

In a cooperative it is necessary for employees to work best, so that they have good performance so that the purpose of the cooperative can be achieved immediately. Arief's Opinion (2009) The managers and managers of cooperatives should also know the capabilities of the employees and the needs needed as supporters in the work so that the employee's performance is good and the work can be completed effectively and efficiently.

Nowadays, many cooperatives who have difficulty in business capital, resulting in not active or even rolled up existing cooperative mats, so that requires government assistance to do so. According to the results of the lack of capital research is not one of the strong reasons, because in fact the cooperative must be independent. A cooperative was formed and established based on the strength and commitment of the entire member, the capital is sourced from the members. The growing and growing cooperative begins with a small thing, so it becomes great because of its participation and the persistence of the members to save and play the existing funds productively. Therefore, the weakness of cooperative performance is largely in the internal cooperative itself. Because if the cooperative is managed properly, any small capital will not be lost.

**Table 1 Prasurvey National Primary Cooperative performance in South Sulawesi**

No	Dimensi	Frekuensi					Kriteria
		1	2	3	4	5	
1	Usaha Koperasi Skala usaha koperasi yang berasal dari inovasi pengurus sehingga menghasilkan peningkatan ekonomi anggota	15	11	5	3	6	Baik
2	Layanan Anggota upaya peningkatan pengurus dalam memberikan pelayanan terhadap anggota, sehingga meningkatkan partisipasi anggota terhadap koperasinya	11	12	5	4	8	Cukup Baik
3	Kemitraan Koperasi Tingkat kerjasama/ <i>net working</i> dengan pihak lain sehingga terjadi simbiosis mutualisme bagi kepentingan bersama	6	8	14	10	2	Cukup Baik
Rata-Rata Keseluruhan							Cukup Baik

In this case the intended performance is the result of *capaian* or effectiveness of the performance of cooperative managers who have an impact on the welfare of members, indeed its performance is individual but within the organization of cooperative results for common welfare. The combination of various aspects of innovation in turn forms the arena of innovation. Innovation can be distinguished by creativity, where creativity is a new thought, while according to Humphrey (1997) in Gana (2003), innovation is doing something new or diverting an idea of new ideas meant for business success. The following data about Inovasi from cooperative managers in South Sulawesi . The leadership style according to Malayu Hasibuan (2006) is the way a leader affects subordinate behavior, in order to cooperate and work productively to achieve organizational objectives. The leadership style is defined also by Terry, George R Kartini Kartono (2005), which is the activity of influencing people so they like to strive to achieve the goals of the group. From some of the definitions of leadership styles expressed by some experts above, it can be concluded that leadership style is an activity to influence others and change behaviors to achieve common goals.

But in line with the research results from Ruslan Ade. Thursday, 2013 under The title The Influence of Organizational Commitment and Individual Competence on Teacher Performance: In The Learning Organization Perspective. Stating the results that the organizational commitment directly has a positive and significant influence to the teacher's performance while the development of individual competencies with

strategies that make learning for the organization that can improve the teacher's performance and when the high organizational commitment will always develop the competency of the individual well. While the Arief Research (2011) with the title influence of leadership style, organizational culture and motivation to work satisfaction and performance with the results of the Annnya research is the influence of organizational culture to the employee's performance is positive but not significant. ShukuratMoronke Bello (2012). Impact of Ethical Leadership on Employee Job Performance. The result of this research is trying to examine the concept of ethical leadership, the attributes of ethical leaders, ethical leadership and its impact on performance. The results of the different Studies Alotaibi (2001) under the title Impact of Organizational Culture on Organizational Performance: An Overview. The result is committed and having the same values and norms as per organization has, can improve performance and a strong culture within the organization to improve the overall performance of employees and organizations.

The results of different research were also expressed by Peris M. Koech & Prof. G. S Namusonge 2012. It is titled The Effect of Leadership Styles on Organizational Performance at State Corporations in Kenya. Transactional leadership and organizational performance is relatively low, leadership is made justification for styles is not significantly correlate to organizational performance. Jinseok S. Chun, Yuhung Shin, Jin Nam Choi and Min Soo Kim,2011. How Does Corporate Ethics Contribute to Firm Financial Performance. The Mediating Role of Collective Organizational Commitment and Organizational Citizenship Behavior. The results show that transformational leadership has a significant relationship with the Organization's commitment. The same thing was expressed by Muhammad Iskandar Hamzah (2013). The title moderating effects of Organizational Culture on the Link between Leadership Competencies and JobRole Performance. The culture and supporting bureaucracy have a significant direct impact on the organization's commitment. While the results of different research IWG Sarmawa,2015. Commitment and Competency as an organizational Citizenship behaviour predictor and its effect on the Performance. The results of teacher commitment research did not significantly influence the teacher's performance.

Miftahuddin, 2013. Title influence of competency and culture of organization to employee performance and its implications on performance of PT. Bank ACEH Operational headquarters. The results showed that the competence and culture of the Organization both simultaneously and partially affect the performance of officers, competence and organization culture both simultaneously and partially influential significantly (positively) against the organizational performance there is an indirect influence of competency and organizational culture to the organizational performance through employee performance and employee performance. According to the opinion of Mc. Clelland (1993) in Moeheriono (2012), that based on the results of the research was demonstrated that all types of competencies that are non academic such as ability to produce innovative ideas, skill management, and speed work, apparently the result is no significant difference when it is reviewed from race, gender and social economy with others. Furthermore, what distinguishes the competency of a person with others in planning and organizing is only from the way that person thinks analytic. Rivai (2009) argues that not all personal aspects of a person's worker are competence. Only personal aspects that encourage him to achieve superior performance are the competencies he possesses. In line with Mahmudi's opinion (2010) that the basic value must be possessed by individuals in the organization

The phenomenon that is the main basis in the research on the primary cooperative in South Sulawesi is still not achieving the objectives of the Organization in achieving the target budget realization and still low ability of the managers of cooperatives in providing services to the community, leadership style factors that have not fully absorbed the aspirations of their subordinates in carrying out daily tasks, as well as the leadership styles applied by leaders today have not been able to have a major impact on enhancing the individual performance of their respective cooperative administrators that impact their performance improvements , in addition to the low commitment of individual employees in achieving individual performance that has been targeted by the leadership of the organization, then the low commitment of employee organizations in achieving the objectives of the Organization in the primary cooperative in South Sulawesi.

So it is necessary to have leadership to give a positive influence on the relationship between superiors and subordinates. So that the subordinates will feel confident, proud, loyal and respectful to his superiors and motivated to do the work with a result that exceeds the prescribed specific. And the management of Koperasipun is pleased to accept the task of the leader and feel satisfied in working so that they do not consider the task or job given as a burden in doing the work.

## **II. The**

### **A. Human resource management theory**

Human resource Management (MSDM) is one of the areas of general management, where general management as a process includes terms of planning, organizing, implementation and control. This process is found in functions/fields of production, marketing, finance, and employment. Because human resources (human resources) are considered semakin important role in achieving the objectives of the company, then the

experiences and results of research in the field of human RESOURCES are collected systematically in the so-called human resource management, where the term "management" has a meaning as a collection of knowledge about how to manage (manage) human resources. To the manager of the IOSR journal with me, I have paid with the following evidence .

Human Resource management is One of the areas of General Management which includes terms of planning, organizing, implementation and control. Because sumber Human Resources are considered increasingly important role in achieving Organizational objectives, maka the various experiences and results of research in the field of Human resources are gathered ririskikya systematically in the so-called Human resource management. The existence of Management SDM sangat is very important for companies in managing, organizing, maintaining and using Human Resources so that it can function productively, effectively and efficiently to achieve The objectives of the company. The Human Resource Management theory expressed by Beer And McKenna (2004) is known as asset theory. This theory explains that each employee is assessed as having an asset for an organization, which affects each other to produce performance. The goodwill theory expressed by Walton (2004) states that human resources are references to achieving performance in accordance with the importance of generating work to achieve organizational objectives. The theory of the social model system propounded by Storry (2003) states that individuals of human resources as social models are able to thrive and advance to their potential in achieving performance.

Storry (2003) defines human resource management is a management activity that includes utilization, development, appraisal, empowerment, awarding of services for human beings as individual members or business enterprise organizations. Human resource management also concerns ways of urtering planning system, employee preparation, career management, performance evaluation, employee compensation and employment relationship. Furthermore Hasibuan (1997), explained that human resources are the integrated ability of thought and with the physical power owned by each job manager greatly determines the speed and accuracy of the quality of the work, so that if all types andnAll levels of work if combined well will be obtained a dynamic and productive work. Atmosoepipto (2001), elaborates that human resources are the most important asset in every reality, few are applying it in practice and they are exellecent companies. Thus, human resources are a major factor in the effort to realize the objectives of the Organization, but because human beings as a primary resource, then to manage the existence of management elements is very important

secara The sense of Human Resource management consists of three forms of understanding that need to be understood deeply. The word tersebut is a management that regulates, organizes, manages and controls and various Other meanings in accordance with the meaning of the management . The word resource has a sense that is all forms of potential development that can be utilized to acquire a firmness, the potential is meant to consist of natural potential called NaturalResources, potensi human potential is called Human Resources and potensi Financial potential is called Financial Resources (Terry,2005:155). Kostz (2004:82) states that Human Resource management is a study of Science that learns about utilizing the potential of A resource that can be managed, handled, driven and controlled to benefit from its sumber management that comprises ofNaturalResources, sumber human Resources and financial Resources as an integral entity in dalam enhancing a series of daily human activity Activities.Pendapat Other opinion also emphasises that every human activity directly or indirectly is essentially aHumanResource management activity.Sumber Human Resources are the objects of menjadi study and observation as well as controlscommonly called Management.

Referring to the pendapataboveopinion, maka human resource Management is a field of science and Arts that study various aspects of human life in various ways to organize, manage, develop, plan, control and exploit the Human - owned potential to be used in the various virtues that make people can live prosperous.

## **B. Cooperative**

The term cooperative comes from the English co-operation which means joint venture. Cooperatives are a group of people to work together for the welfare of the common, so that all forms of work performed jointly can actually be referred to as cooperatives. But what is meant by cooperatives in this case is not in the sense of any kind of cooperation. The meaning of a cooperative here is a form of a company established by certain people, to carry out certain activities, based on certain rules and objectives (BASWIR, 1997).

In its outline, cooperatives are generally understood as associations of people who voluntarily unite themselves to fight for the improvement of their economic welfare, through the formation of a democratically managed company. The legal basis for the existence of cooperatives in Indonesia is Article 33 CONSTITUTION 1945 and Law No. 25 year 1992 on the cooperation. In the explanation of article 33 UUD 1945, among others, expressed: "... The economy is structured as a joint venture based on a family principle. Building a company that accordingly is cooperative. " Meanwhile, according to article 1 UU No. 25 year 1992,

which is meant by cooperatives in Indonesia are: "... A business entity that consists of one or a cooperative legal entity with the establishment of its activities based on the principle of cooperatives as well as the economic movement of the people based on the principle of family. "

According to Law No. 25 of 1992, Chapter 2, establishing the principle of cooperatives is family. This is in accordance with Law 1945 article 33 paragraph 1. This family spirit is the main differentiator between cooperatives and other forms of the company. With the lifting of the family spirit as the principle of cooperatives, it is expected to foster awareness on each person involved in the cooperative to always cooperate with the cooperative members. Even if Cooperatives Indonesia is an organization that is engaged in bidang the economic and conducting activities in the economic field , but the purpose of the Indonesian cooperative that is terutama not particularly seeking the maximum profit (Sagimun,1984). Struggle Cooperative is usually tied in the a movement that is bersifat National, it is not Uncommon The existence of cooperatives also intended to build a specific economic order. . In Indonesia, the purpose of cooperatives are listed in the law No. 25 Tahun of 1992 article 3 namely: "cooperative aims to promote the welfare of members in particular and Society in General and build a National Economic order in order to realize a Society that is forward, just, and prosperous based on Pancasila and the constitution of Undang-Undang 1945." Pursuant to Law No. 25 Tahun of 1992 article 3 it

### **C. Leadership style**

Leaders are the essence of management. This means that management will be accomplished by the goal if there is a leader. Leadership Styles can only be exercised by a leader. A leader is someone with mempunyai lead skills, has the ability to influence The establishment/opinion of a person or group of people without asking for reason . The success of an organization is determined by an employer who is the captains who governs the organization 's course , whether it is in regulating subordinates, delegating work, or determining The direction of corporate policy . The concept of "leaders come from foreign words " leader "and"leadership" of " leadership ". Leaders are the most result -oriented people in the world, and certainty with these results is only positive if one knows what he wants according to Suwatno and Donni J priansa (2011).

Robbins (1996) suggests that the style of leadership is as an ability to influence a group toward achieving goals. Siagian (2002) suggests that leadership styles are one's ability to influence others (their subordinates) in such a way that others will do the will of the leader even though personally it may not be endeiled. While nimran (2004) suggests that leadership or leadership Styles are a process of influencing others 'behaviour to behave as would be desired.

Leadership style is more than just a set of skills and expertise. Leadership styles have a subtle personal quality that is somewhat difficult to see, but very influential. The sense of leadership style according to Malayu Hasibuan (2006) is: "The way a leader affects subordinate behavior, in order to cooperate and work productively to achieve the objectives of the organization while according to Rost, Joseph C (Triantoro Safaria, 2004):" Leadership style is a mutually affecting relationship between leaders and followers (subordinates) who want a real change that reflects The leadership style is defined also by Terry, George R in Kartini Kartono (2005) i.e. "activities influencing people so they like to strive to achieve the goals of the group".

The implementation of leadership styles tends to Foster Trust, participation, loyalty, and internal motivation for subordinates in a persuasive way, hal This will all be gained due to the skills, capabilities, and conduct of the leadership . According to malayuHasibuan, 2006 There are several types, including:

1. This type of leader has the power daya of Energy, attractiveness and extraordinary innate to influence others , so it has a very large number of followers and can be trusted. Have inspiration, courage and a firm belief in self - Establishment .
2. The type of paternalitis always considers its subordinates to be human or immature. It is overly protective and rarely gives employees the opportunity to take their own decisions. As for the leadership of the Maternalitis type has a characteristic that is almost similar to paternalistic. But what distinguishes is the attitude of too much protection that stands out, accompanied by excessive affection.
3. The militaristic type should be understood that this type of militaristic leadership is different from the leadership of the military organization. The nature of the militaristic leaders among others uses a system of commands to his subordinates and is often less thoughtful. Require absolute obedience from subordinates. The quality of formalities demands hard discipline and direct communication is also the nature of the militaristic leader.
4. The anticratic type of the trait of an opportunatic leader is to give the commandments that are imposed and must be obeyed. Never give detailed information about the upcoming plans. Each command and policy is set without consulting its subordinates. All praise and criticism of all the children are given at the personal discretion of the leader.
5. Type laissez faire type leadership laissez faire practical style does not lead. He let his group and

everyone do it all by himself. The leader did not participate a little in his group activities. All work and responsibilities must be done by the subordinate themselves. The leader of the *Faire laisser* usually has no technical skills.

6. The Populistis-type Populistis-style leadership adheres to the traditional values of society. Also less trusting in strength support as well as foreign assistance
7. Administrative type This type is capable of organizing administrative tasks effectively. While the leaders consist of biochemists and administrators who are able to drive modernization and development dynamics.

#### **D. Competence**

According to KBBI (2016) the adjective of competence is competent which means capable, able, and agile. Yang, et al. (2006) in Hashim and Wok (2013) expressed competence has emerged with various meanings of organizations ranging from doing well to the qualities that every employee should have, with the knowledge and skills necessary to perform the task, characteristic, up to the attribute. Competence becomes a very important thing that employees must have. Blanchard and Thacker (2005) in Hashim and Wok (2013) State that competence puts the same notes on attitudes, feelings, and motivations, in addition to mere knowledge and skills. Competence can be a differentiator between individuals depending on how much influence the competencies that employees provide to the organization or company. The large distance or competency difference between employees should be minimized by the organization or the company in order to make the balance of employee capability possible.

According to Rothwell (2002) in Hashim and Wok (2013) states that competence has an important problem because of the competence associated with the individual and not for the job. Some jobs change faster, competencies become more useful because they are more effective than job descriptions in clarifying what characteristics are effective. Competence can be used for self-defense in order not to be less competitive in the increasingly stringent global competition. Based on that it can be concluded that the employee's competence is the capability that employees have of doing well for the quality that every employee must possess, with the knowledge and skills necessary to perform the task, characteristic, up to the attribute.

Reviewed from the organization's Behavioral sciences discipline, joint competence with commitments belongs to the group of individual characteristics factor members of the organization. The behavioral experts of organizations such as Kreitner and Kinicki (2003), the concept of competency is understood as a combination of skills and skills. Described by Kreitner and Kinicki (1998) That: skills and skills get considerable attention in today's management circles. The use of competency terms is a term used to describe this. Ability shows the stable characteristics associated with a person's maximum physical and mental capabilities. Skill on the other side is a special capacity to manipulate objects.

Furthermore, knowledge management experts (Koenig, 1997; Edvisson& Malone, 1997; Fitz-Enz& Davison, 2000; Mayo, 2002), in Listio (2010). The concept of competency together with the concept of commitment has been interpreted as human capital which in this case is employee, together with consumer capital and structure Capital forming Intellectual Capital Organization (Stewart, 1997). In connection with that, Dave Ulrich (1998) expressly stated, the competency together with commitment is seen as the intellectual capital forming factor of the Organization. It was suggested by Ulrich that, "Intellectual capital = Competence x Commitment." In this context, human competence or capital is seen as a combination of the knowledge, skills, innovation and ability of individual members of the organization that can be used to produce professional services (Edvisson& Malone, 1997; Mayo 2002; Fitz-Enz& Davison, 2000). More details, Rampersad (2005) defines competence as: "A set of knowledge, experience, skills, values and norms, and behaviors that are treated to complete the work and foundation of achievement of personal and welfare success".

A deeper explanation of competencies has been raised by ahliPsychologialexperts. Marshall (2003) explains that : "competence is the fundamental characteristic of a person that allows it to memungkinkannya provide Superior Performance in a particular job, role or situation ." According to Marshall (2003), competence is differentiated into two main categories : threshold competencies and would competencies. Threshold competencies includes skills and knowledge, being would competencies covering Social roles or embracedvalues, self- image , disposition and motive. Bergenhenegouwen (1997) in listio (2010) conceptualizing individual competencies is differentiated into four levels. The first level is "Know-how Skills". Kompetensi These competencies relate to the skills to complete a job or task in order to be implemented and resolved properly . The second level is "intermediate skills". This type of competency relates to technical skills , keterampilan communication skills as well as Socialskills. Kompetensi These competencies are necessary for individuals for flexibility. The Third level of Individual competence contains "value, standards, professional etiquette and moral criteria". Kompetensi This competency is essentially a framework of reference or frame of reference for individuals, both personal and professional s . And the fourth level of competence is "self image, motives, effort, enthusiasm and persuasiveness".

According to Bergenhengouwen, through the competence of the fourth, the individual is possible to produce superior performance, and through that competence also one individual with the other can be different. The knowledge and skills of the individual are many alike, but that distinguishes the individual one with the other is self-image, motivation, effort and enthusiasm. Almost in line with the Marshall and Bergenhengouwen views, Spencer and Spencer (1993) based on research conducted for almost 20 years, succeeded in defining the following competency construction: "A competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in A job or situation. Underlying characteristic means the competency is fairly deep and enduring part of a person's personality and can predict behavior in a wide variety of situation and job task. Causally related means that a competency cause or predict behavior and performance. Criterion-referenced means that the

Competency actually predicts who does something well or poorly, as measured on a specific criterion or standard. The above limitation provides a hint that competence is a profound and inherent personality in individuals who can predict behavior and performance in a variety of situations and occupations, also have differentiated criteria used for predicting which high-performing and low-performing ones

Sanchez et.al. (1997) in listio (2010), it also reveals that competence is a collection of the complexity of productive elements as well as skills and skills in an organization positioning itself differently from its competitors. Secara Competence can be symbolized by the ability to perform. The four elements above will certainly set the organization in order to be formed strategic logic as a direction of competency -based management in identifying control and utilizing HumanResources, so This will be directly related to the characteristics of competence, both the naked eye (visible), as well as the competency of knowledge (knowledge Sanchez et.al. (1997) in listio (2010), it also reveals that competence is a collection of the complexity of productive elements as well as skills and skills in an organization positioning itself differently from its competitors. Secara Competence can be symbolized by the ability to perform. The four elements above will certainly set the organization in order to be formed strategic logic as a direction of competency -based management in identifying control and utilizing HumanResources, so This will be directly related to the characteristics of competency, both the naked eye (visible), as well as knowledge competency (knowledge

Certainly awareness of the commitment to continue to perpetuate new competencies will consistently lead to the establishment of a sustainable competitive advantage of the organization if the combination of resources and capabilities are able to meet the four criteria, i.e. a valueable, scarcity (rareness), it takes costs that are too expensive to emulate (costly to imitate), and well organized. Based on the criteria above, the offer of an organization backed by superior competency will certainly be able to break through the opportunity and avoid the threat faced, moreover supported by the mastery of rare competencies, required a relatively large sacrifice to imitate, and in a prime organized all of which will realize the competitive advantage in achieving the objectives set

## **E. Commitment**

Organizational commitment is a must-have attitude for every employee. Commitment is a binder that gives the urge to give the best of what is the responsibility. For more details, the author will outline the understanding of organizational commitments based on the opinions of some management experts. According to Gibson et.al., (2000) defined the organizational commitment as "a sense of identification, loyalty and involvement expressed by an employee toward the organization or unit of the organization."

Panggabean (2004) describes the organizational commitment as a tendency to be bound in the lines of consistent activities as it considers the cost of implementing other activities (stop work). Panggabean (2004) Organizational commitment is a strong introduction and involvement of a person in a particular organization . According to Allen and Meyer (1990) as quoted by M. S Panggabean (2004), defines the organization's commitment as a concept that has three dimensions, namely affective, normative and continuence commitment. Wagner et.al., (2005): "Organizational commitment is the degree to which people identify with the organization that employs them." (The organizational commitment is a degree of self-introduction of each INIVIDU with the organization that employed it). Yuwono (2006) defines an organizational commitment as (1) a strong desire to remain a member of a particular organization; (2) desire to strive in accordance with the Organization's wishes; and (3) certain beliefs, and acceptance of the values and objectives of the Organization. From the explanation above, it can be concluded that the Organization's commitment is the belief that a person is binding with the organization where he works, which is demonstrated by loyalty, involvement in the work and identification of values and organizational objectives .

Effective affective (Commitment) commitment efektif is a commitment related to the emotional, identification and involvement of officers in an organization. It can be said that tujuan Individuals who are terikat affective in the organization and believe in organizational objectives will strive to be strong in the organization 's behalf to maintain their membership in the organization. Allen and Meyer (1993) added

that individuals will be affective tied to Organiasai who offer their employees to be able to experience or feel the factors of challenging work and provide widest and jobs that give Employees the opportunity to develop one Another 's relationships

The commitment of continuation (conitnuence Commitment) is a commitment based on the loss that will be faced if the employee leaves the organization. Kerugian Such losses can be overall loss of profit , pembayaranfullpayment, a steady network of connections, imej-imej Special Images that the ditawarkan organization offers and also the necessity of retrying newjobs. Waish and talyor (2002) suggest that a continuation Commitment is based on mutually beneficial relationships where employees contribute and are rewarded with equal recognition so that it makes pegawai stay with its organization because it benefits them.

This normative Commitment commitment is an employee's feelings about the obligation that should be given to the organization. The normative commitment develops as a result of the socialization experience, depending on the extent of the sense of obligation that the employee has to give a reply to what he has received from the organization. Employees with normative commitments remain in the organization because of the moral responsibility of the organization because it has done many things for himself such as education and training, the organization has spent a lot of time and costs to develop employees, and employees feel to live in the organization as a necessity. The normative commitment illustrates the sense of responsibility, feels it is his job to work with the organization but not emotionally tied. Meyer and Allen argue that each component has a different foundation. Officers with high affective components, still joining the organization because of the desire to remain a member of the organization. Employees know the organization and are bound to remain a member of the organization to achieve organizational objectives. Meanwhile employees with high continuation components, remain joined to the organization because they need the organization. They remain as they will earn retirement, facilities and seniority or they have to pay a working transfer fee. Employees who have high normative components remain members of the organization because they have to do so.

## **F. Organizational culture**

Organizational culture declares a shared conception adopted by anggota-anggota members of that organization . This is made explicit when we define culture as a system of mutual meaning (share). karena We would therefore expect that individuals with different backgrounds berlainan or at different levels berlainan in the organization would be inclined to give Organizational culture in the same term in the same serupa Way . Budaya Organizational culture as a guideline for controlling The behavior of organizationalmembers, has functions and benefits for the organization. The Culture of work can be understood as an interconnectedness of important elements in the organization run by employees. Budaya Work culture is not a standalone element .

Organizational Culture is a shared value system in an organization that menjadi references how Employees perform activities to achieve organizational goals or ideals . It is ini usually expressed as the Vision, mission and objectives of the organization. Budaya Organizational culture is developed from A collection of norms, values, beliefs, hopes, assumptions, and philosophies of The People in it. Therefore it karenanya is not surprising if later it is evident in the behavior of individuals and groups. According to the regulation of the minister of Pendayagunaan administrative reform and bureaucratic reforms number 39 Year 2012 on The guidelines of culture Development The organization 's culture is also the basis of practice within the organization, including how members of the organization finish their work or interact with each other.

Organizational culture grows into control mechanisms, affecting the way employees interact with stakeholders outside the organization. Organizational culture changes affect employees ' behavior changes within the organization. Organizational culture changes apply from the highest level to the smallest unit in the organization. The success in developing and Menumbuh-kembangkan organizational culture is determined by the organization's leadership behavior. In the development of cultural organizations, it is almost always ensured that the leadership of the organization becomes a change agent. As a change agent, one of the significant contributions expected is role models. Figure 1 above clarifies an understanding of organizational culture . Organizational Culture as a pattern of the basic assumptions found, created or developed by a particular group with the intention of learning the Organization to overcome or mitigate problems arising from external adaptation and internal integration that has been running quite well. (Schein, 1985). Furthermore, Sarpein (1995) gives an understanding in which the organizational culture is a system of value of belief and habit in an organization that interacts with the structure of its formalized system to generate the organizational behavior norms in the context of the Cultural Organization of the Tatanam which is the prevailing system of being held by organizations such as Stoner (1995) said the organizational culture as an norms of behavior and expectations donated by members of the organization. According to Robbins (2001)

The culture essentially contains an explicit or implicit pattern of and for the behaviors needed and



embodied the results of human groups differently including human-creation objects, the main core of the culture consists of traditional ideas in the most popular and selected meanings, embedded in the accompanying values (Gibson, et.al, 2006). There are several things about cultural boundaries in the management of ethics, namely 1) coping with multidimensionality, 2) limits on its constraints, 3) culture and institutions. The practices that fit in a cultural arrangement can violate the understanding that has emerged about the organizational and social life in the context of the other culture resulting in loss of power for the company, and hostility through a rejection of the management practices calculated to harmonize and improve the life of organizational (Weaver, 2001).

According to Luthan (2006) culture can be defined as acquired knowledge to interpret experience and produce social behavior. Organizational culture is the norms and values that direct the behavior of member organizations. Each member will behave with a culture that has been in effect in order to be accepted by his ward. Robbins and Judge (2008) The cultural Organization (Organizational culture) as a common meaning system adopted by anggota-anggota the distinguishing members with other organisations. Lebih Further, Robbins and Judge (2008) stated that a joint Packaging system was formed by warganya its citizens as well as a differentiator with other organisations.

Further Robbins and Judge (2008) provide the following cultural characteristics of the Organization: (1) innovation and risk taking, is the extent to which employees are encouraged to be innovative and dare to take risks, (2) Attention to detail (attention to detail), is the extent to which the work is expected to carry out precision, analysis and attention to detail, (3) The outcome orientation, is the extent to which the management focuses more on the outcome than the techniques and processes used to achieve the results, (4) People orientation, is the extent to which management decisions consider the effect of such results on the person in the Organization, (5) Team orientation, is the extent to which work activities are organized on the team rather than individual individuals, (6) Aggressionfan (aggressiveness), is the extent to which people are aggressive and competitive rather than relaxed, (7) Stability, is the extent to which organizational activities emphasize the status quo in comparison to growth. In everyday life one will not be detached from its environment. One's personality will be formed by the environment, and so that the personality leads to a positive attitude and behavior must certainly be supported by a norm recognized about its truthfulness and obeyed as a guideline in action. Basically human or someone who is in the life of an organization in order to determine and form something that can accommodate the interests of all parties, in order to carry out its activities do not clash with the various attitudes and behaviors of each individual. Something that is meant is a culture where individuals reside, like values, beliefs, assumptions, hopes, and so on.

## **G. Performance**

The word performance is a translation of the English word bahasa performance which has the meaning of doing, results or Success rate in the execution of tasks. According to Hersey and Blanchard, as quoted by Veithzal and Basri in his book "Performance Appraisal" (2006:88), explains that performance is a function of leadership and ability. To accomplish a task or job, a person must have a certain degree of willingness and tingkat skill level. One's willingness and skill is not effective enough to do something without a clear understanding of what akan to do and how to work on it. Robbin (2006:94) argues that performance is A function of interaction between ability (ability = A), leadership (motivation = M), and opportunity (opportunity = O). Meaning that performance is a function of ability, leadership, and kesempatan Job opportunities = f(A, M, O). Dengan Thus The performance is determined by faktor-faktor the capabilities, leadership and opportunity Factors

Performance is an effort in the activity of workers in the development of output based on the targeted work, organized and sustainable to achieve the substance of work. The working subatansi is the magnitude of the work that can be assessed or measured. This became the reference of the defendant as an organization in defining performance more broadly. According to Rivai (2004) performance is a function of motivation and ability. Performance is also a real behavior that is shown by everyone as a work achievement produced by employees according to their role in the company. Employee performance is very important in the effort to achieve goals.

According to Notoatmodjo (1992), performance is the actual work done by employees in connection with the execution of daily tasks in accordance with what has been outlined to achieve organizational objectives. Performance is often associated with a level of productivity that shows the ratio of input and output within the organization, even viewable from the performance angle by providing an efficient value emphasis attributed to the quality of output produced by employees based on some predefined standards by the Organization (Sherman and Bohlander, 1992). Achieving organizational objectives can be implemented with improved performance. The understanding of employee performance is the efforts of the employee's activities to produce output based on the directional development, organized and sustainable to achieve the work ctance. The substance of the work in question is the magnitude of the work that is assessed or measured. This became a reference to the

definition of various organizations in defining performance broadly. An organization in the public management review, saw performance as a goal to be achieved. Consideration of the performance assessment is a review that is interpreted as the work of a series of activities conducted in accordance with the basic tasks and functions of each unit of work. According to Irawan (2000) performance in general is deed or performance. In a special context the performance is interpreted as the output of a worker, an output must be shown in a concrete proof and can be measured by comparison to predefined standards.

In this context, It is an assessment of performance as a result, but most of the working organisasi provides the development of performance assessments based on the dimensions that become the performance scoring model, as a series of activities that are carried out from service, activity, outcome, handling, benefit and accountability. Performance reflected in the concrete forms of work performance applied by an organization by actualizing performance sense is a series of work activities according to service, activities, results, handling, benefits and liability. From uraian The description it identifies that the work performance in an organization is not detached from a series of activities that include services, activities, outcomes, handling, benefits and accountability to achieve the objectives of organization. Peranan The role is highly determined from the performance of the work shown.

Mangkunegara (2005) HR performance is the achievement of work or the result of both quality and quantity achieved by the Human Resource Union time period in carrying out its work duties in accordance with the responsibilities given to him. While employee performance is the ability to achieve job requirements. Further performance is the result of the function of a particular work or activity over a period of time. Performance can be seen from various points of view, depending on the purpose of each organization (e.g. for profit or for customer satisfaction) and also depends on the organization's form of the alone (e.g. public, private, business, social and religious organizations). According to Rivai (2005) performance is an achievement achieved by someone in carrying out its duties or works in accordance with the standards and criteria set for the job. From this view, performance has four aspects, namely: (1) ability, (2) acceptance of corporate objectives, (3) the level of objectives achieved, (4) interaction between the objectives and ability of employees in the company, where each of these elements affect the performance of a person. Although the work can be done, but it does not produce satisfactory results

Moekijat (2000) Employee performance is a process of execution of basic tasks and functions quickly, precisely, easily and qualified, as a form of a basic task to be carried and to be held accountable as a form of implementation of performance that should be improved. It is that the performance of employees in various limits provides coverage of how a work activity must be in a management and administrative corridor that is interlinked with optimal target targets. Performance is an implementation of work from employees in conducting work activities to create a variety of job opportunities that are fast and precise in accordance with strategic strategy in a variety of technical activities, tactics and practical in accordance with the objectives to be achieved responsibly.

Thompson (2003) defines performance is a series of activities conducted through inputs, processes, outputs, outcomes, benefits and impact on an application of work performance activities to achieve organizational objectives. That is, the activity of a dynamic work is not separated from the needs of optimal work achievement according to the form of work performance given. An organization in the public management review, saw performance as a goal to be achieved. Consideration of the performance assessment is a review that is interpreted as the work of a series of activities conducted in accordance with the basic tasks and functions of each unit of work. According to Irawan (2000) performance in general is deed or performance. In a special context the performance is interpreted as the output of a worker, an output must be shown in a concrete proof and can be measured by comparison to predefined standards.

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Barata (2003) Working performance is a concern to the community by providing work services to facilitate the ease of fulfilling needs and realizing satisfaction, so that the community always royal to the organization or make bureaucracy management as an integral part of the performance activities of the given work. On the description, the form of performance assessment established a subjective and objective organization of performance based on the assessment of the leadership that refers to the service, process activities, work progress, handling work, performance and employment work. Furthermore the definition of

individual performance of human resources according to Mangkunegara (2005) is "Performance (work) is the result of quality work and quantities achieved by an individual human resources in carrying out its duties in accordance with the responsibilities given to him". It is therefore concluded that the performance of human resources is performance or work (output) both quality and quantity achieved by human resources unity period of time in carrying out its work duties in accordance with the responsibilities given to him.

### III. Research Method

The research approach is a thorough way of research covering the things that researchers will do ranging from hypothesized and operational implications to the final analysis of data that is subsequently summed up and given suggestions. A research design states, both the structure of the research problem and the research plan to be used to obtain empirical evidence of the relationships in the problem. The research uses explanatory research i.e. causality by explaining a link between the research chosen through the hypothesis testing (Ghazali, 2004). The influence of this variable is important, because by knowing the influence between independent variables with dependent variables, researchers can develop it according to the purpose of research is to know the influence between leadership, competence and commitment with the organizational culture and performance of the national primary cooperative of South Sulawesi, which is in Bulukumba District namely the Union of Blessings and cooperative Balo ' Toraja (Balo'ta) located In order to achieve research objectives, there is a review of libraries and field research. The study of the literature is a study conducted to obtain the library data by studying, reviewing and studying the literature relating to the issues studied in the form of books, journals, or papers related to research while field research was implemented to obtain data sourced from the research site.

Further samples are subst of the population, consisting of several members of the population. This Subset is taken Karna in many cases it is unlikely that we examine the entire population, therefore we form a representative population called samples. Some general guidelines that researchers can use to determine the amount of research samples are: 1). Sample sizes greater than 30 and less than 500 are adequate for most studies, 2). In multivariate studies, the sample size was determined by 25 independent variables, 3). In testing the Chi-Square SEM models were sensitive to the number of samples, it required a good number of samples ranging between 100-200 samples (Ferdinand 2014). Therefore, according to the guidelines for determining the sampling above, then in this study the whole population is chosen to be a sample, namely a number of 200 natural silk entrepreneurs in the district Soppeng and Wajo.

$$x = \frac{N}{1+Ne^2}$$

n = number of samples

N = Large population

E = confidence level (5% = 0.05)

So large samples are:

$$n = \frac{N}{1 + N (0,05)^2}$$
$$n = \frac{942}{1 + 942 (0,05)^2}$$
$$n = \frac{942}{1 + 2,355}$$
$$n = 942/3,355$$
$$n = 281$$

This is the minimum sample amount that is made in the research sample. Furthermore, the formulation samples,

wherein each section has the representation used for Stratified proportional Random Sampling, to calculate proportional, as seen table:

No	Nama Koperasi	Populasi	Proposional sampel	Jumlah
1	KSP Berkat	402	402/942 (281)	119,9
2	KSP Sahabat Mitra Sejati	270	402/942 (281)	80,5
3	KSP Balu Toraja	244	244/942 (281)	72,8
4	KSP Nasari	26	26/942 (281)	7,8
Jumlah		942		281

The reason for using stratified random sampling techniques is because the population has members or elements that are not homogeny and have a propotional strata. In addition, to facilitate writers in the collection of data through a shared questionnaire as well as the limitation of funds and research time.

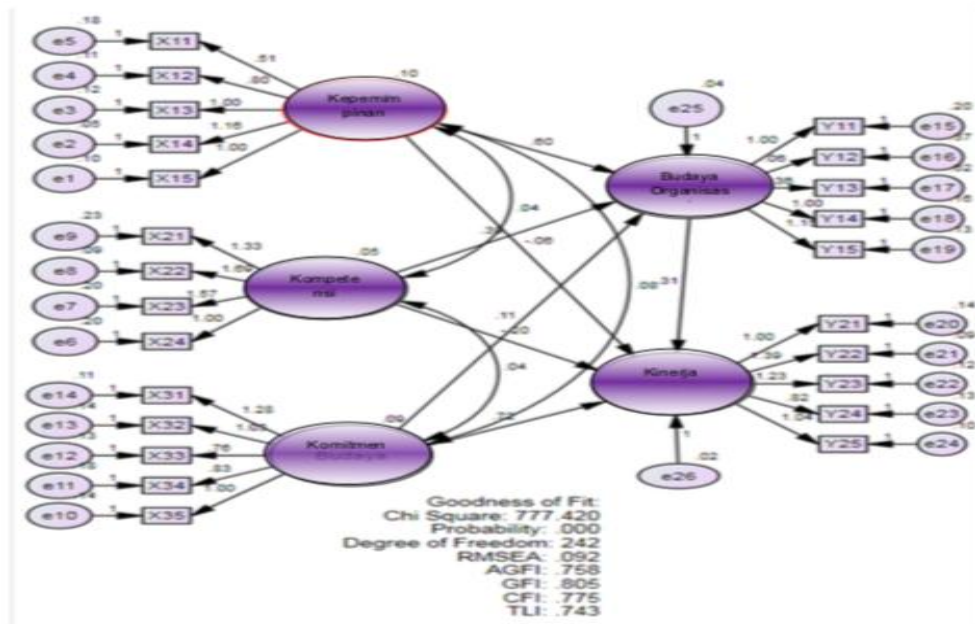
The stage of data analysis in this study is a descriptive Analysis of descriptive analyzers is analysis that directs or explains how respondents responded to the indicator variables submitted in the questionnaire. The response or answer of the Reponden was analyzed/described in an explanation by referring to supporting theories and research findings as strengthening.

The inprential analysis is the wrong model of imprential SEM analysis (Structural Equation Modeling analysis), namely: Data analysis and interpretation for research aimed at answering questions in order to reveal certain social phenomena. Data analysis is the process of simplifying data into a form that is more readable and implemented. The selected method for analyzing the data must match the research pattern and the variables to be researched. To analyze The data is used The Structural Equation Modeling (SEM) of the AMOS 4.0 statistical software package in model and hypothesis assessment. The structural equation Model (SEM) is a set of statistical techniques that allow testing a set of relatively "complex" relationships simultaneously (Ferdinand,2006). The use of Structural Equation Modelling (SEM) models in a study can be done by understanding some of the terms or conditions that must be met, the conditions in question, such as the need to be conducted testing model first and subsequent hypothesis testing

#### **IV. Results And Analysis**

Empirical testing and proving the influence of these research variables in addition to using descriptive statistical analysis also used inferential statistical analysis of structural equation modeling. Structural Equation Modeling (SEM) analysis through the analysis moment of structural (AMOS) version 16 program is used to analyse the feasibility of structural models and model analysis structural relations can explain as follows:

The feasibility testing of the structural model aims to determine the conformity of data with the observation results constructed and estimated using the value of 162 standardized regression weights. Structural models that are constructed and estimated consist of direct relationships and indirect relationships refer to the problem formulation and research objectives. The structural Model is said to conform to observation data if the Chi-square is small and non significant at  $\alpha = 0.05$ ; Probability value  $\geq 0.05$ ; CMIN/DF  $\leq 2.00$ ; RMSEA  $\leq 0.80$ ; GFI, AGFI  $\geq 0.90$ ; and TLI, CFI  $\geq 0.95$ . The result of the data processing in Appendix 6 shows the criteria of the model conformance test done by comparing the Cutt-off value of goodness of fit index obtained from the result of the model estimate, that the model has not fulfilled the requirements criteria. The feasibility test results in the structural model through the diagram path presented in the following image:

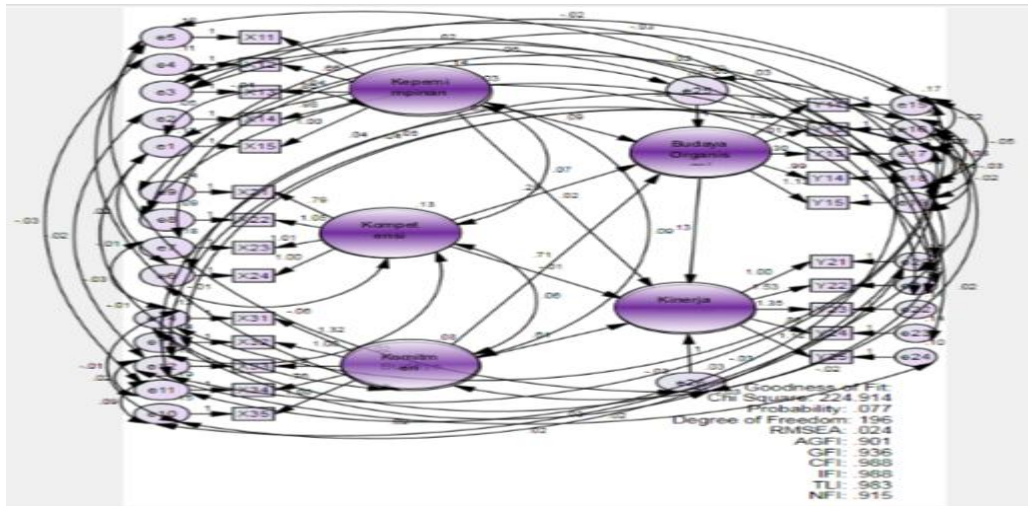


The picture shows that the result of the test path of the full model structural model diagram, which is the basis in comparison of the Goodness of Fit Index with Cutt-off value is presented as follows :

<b>Kriteria Kesesuaian Model</b>	<b>Indeks Kesesuaian Model</b>	<b>Cut-off Value</b>	<b>Keterangan</b>
<b>Chi-square (df =199)</b>	632.981	Kecil (< 232.912)	Marginal
<b>Probability</b>	0.000	$\square \geq 0,05$	Marginal
<b>CMIN/DF</b>	3.181	$\leq 2,00$	Marginal
<b>RMSEA</b>	0.094	$\leq 0,08$	Marginal
<b>GFI</b>	0.810	$\geq 0,90$	Marginal
<b>AGFI</b>	0.759	$\geq 0,90$	Marginal
<b>TLI</b>	0.727	$\geq 0,95$	Marginal
<b>CFI</b>	0.765	$\geq 0,95$	Marginal

Based on the analysis done, the value of Chi-Square = 232,912 with DF = 199 and the probability of 0.000. This Chi-Square result indicates that the zero hypothesis stating the same model as the empirical data is unacceptable which means the model has not been fit (Model 1 (initial)). Because the Model 1 (initial) is built yet to meet the Goodness of fit tests, namely the suitability of the model with Cutt-off value, it should be modified model (modification indices) through improvement on covariances and variances and regression weights (Hair et al., 2010; 271).

To fulfill the requirements in the Goodness of fit tests that are in the Model 1 (initial) has not been met, the modification indices performed, as shown in the following figure:



<b>Kriteria Kesesuaian Model</b>	<b>Indeks Kesesuaian Model</b>	<b>Cut-off Value</b>	<b>Keterangan</b>
<b>Chi-square (df =155)</b>	175.426	Kecil (< 185.052)	Baik
<b>Probability</b>	0.125	≥ 0,05	Baik
<b>CMIN/DF</b>	1.132	≤ 2,00	Baik
<b>RMSEA</b>	0.023	≤ 0,08	Baik
<b>GFI</b>	0.942	≥ 0,90	Baik
<b>AGFI</b>	0.906	≥ 0,90	Baik
<b>TLI</b>	0.983	≥ 0,95	Baik
<b>CFI</b>	0.989	≥ 0,95	Baik

According to the table is indicated that after the Modification Indices is shown that the Model 2 (end) has fulfilled the test alignment (Goodness of Fit tests) namely the suitability of the Model with Cutt-off value, because of the nine criteria of conformity of existing models, Model 2 (end) has fulfilled 7 (seven) among the 8 (eight) criteria of model conformity. Model test results in Figure 14. and Table 14. Shows that of the eight criteria goodness of fit index structural model built to estimate the parameters according to the data of the observation result, there are 7 (seven) criteria that have qualified minimum limit (cut off point) required i.e. Chi-square value; Probability, CMIN/DF, CFI, TLI and RMSEA and GFI, while AGFI is not yet good (marginal).

Referring to the parsimony principle (Arbuckle and Wothke, 1999; in Solimun, 2004; 89) that if there are one or two goodness of fit criteria that have fulfilled the expected value, then the model can already be said either or the development of the conceptual and theoretical hypothesis model can be said to be supported by empirical data. That the value of Chi-Square = 185,052 with the value of degree of freedom (DF) = 155 and Probability 0125. This Chi-Square result indicates that the zero hypothesis that states the same model as the empirical data is acceptable which means that the Model 2 (end) is fit or already in accordance with the observation result making it possible to analyze structural relations and hypothesis testing

### V. Discussion

Based on the results of data analysis in this study, the discussion of the results combines the theory, results of previous research and empirical facts that occur in the object that is examined to confirm the results of this research strengthening or rejecting the theory or results of previous research or is the result of new findings. The results of the feasibility testing of the structural model designed and estimated in this study proved to be in accordance with the data of the observation results. The discussion on each variable of both exogenous variables as well as endogenous variables in this study combined some empirical data analysis results from a descriptive approach and multivariate analysis through structural equation modeling for the synthesis process to improve the outcome of this research. The explanation of the influence between latent variables designed in this research is as follows:

## **1. Influence of leadership style on organizational culture**

The style of leadership with the organizational culture has a very close relationship because a leader in the cooperative should be able to prioritize the transparency and integrity so that it can be a good example for all the members of his suitcase. With the attitude demonstrated by a leader who can always keep so, have a purpose in accordance with the vision and mission of the Organization and continually improve and optimize the service, the leader has a commitment in running the organization well and full of responsibility. The leader absolutely requires integrity in order to be able to perform their function as a leader effectively. Integrity is seen as a positive personal characteristic. When it is said that a person "has integrity" then it is a compliment, meaning that person is an honest individual and strong character.

Based on the results of a descriptive analysis of variable leadership style orientation on work achievement is the highest indicator. While the leadership style that has the lowest average value is the leadership style of the directive. Based on empirical facts, the idea that with a leadership style that is oriented towards improving work performance is a motivation for employees to be more vigorous and more active in improving their performance and leadership styles that are oriented towards work performance will always add the spirit of cooperative management of cooperatives in completing well-entrusted work

The results of the hypothesis test proved that the leadership style was positive and significant to the culture of the primary cooperative organization in South Sulawesi, so it can be concluded that the increased leadership style towards the high positive-marked influence has the meaning that leadership styles are mirrored through directive leadership styles, supportive leadership styles, participatory leadership styles, performance-oriented leadership styles and autocratic leadership styles. This positive influence shows that the better the leadership style that is done then the higher the culture of the Organization. This is demonstrated by the leader by giving attention to cooperatives that have worked hard, give reward and impose sanctions and prioritize the implementation of tasks. Thus the first hypothesis proposed that a significant leadership force on organizational culture could be acceptable or endorsed by empirical facts.

## **2. Influence of competence on organizational culture**

Competence of positive influence on organizational culture is seen in developing itself through increased competency activities such as orientation activities, workshops, and dictation in order to build and administer cooperatives forward, with revelation prioritize the nature of motivation and the concept of self-innovation to make the primary cooperative as the most important part in their lives and oriented to the achievement of the maximum results by upholding the principle of belonging and owned by the primary cooperative so that in all respects always assume that in providing the services of the Other interests.

The results of descriptive analysis show that competence is reflected through self-concept variable indicators. The concept of self is reflected through the relationship between the superiors with a harmonious subordinate and supported by adequate facilities and infrastructure. It means that members have an idea of a self-concept that includes a person's beliefs, views and judgment on himself. Thus, employees have a tendency to set values when they perceive something. Every employee may be aware of the situation but more importantly is to realize how good or bad the circumstances have and how to behave. Thus, each cooperative can realize its existence in various actions so as to consider the good aspect of what has been done.

From the results of this research provides information that confirms the occurrence of competence in the primary cooperative in South Sulawesi that is influenced by skills that are part of the Softskill owned by each of the managers of cooperatives with different capacities, can be seen from the way they finish the work that is being given, can be done and resolved in a timely manner, some who finish the work regularly and neatly, and some are getting the job done by delaying the work at the end of the month being accumulated to work on. Routine habits that then become a culture or habit is done by a person. It can be understood that the competencies that are owned by this cooperative manager can reflect from the culture often done by some people, the routine occurs because the demands of the work to be completed.

The results of this study supported the research findings of Welgraith, (2000) Affect of Competence, Culture of Work and Morale toward Performance. Finding that there needs to be an increase in competence through education, skills, experience and the attitude of employees for moral improvement that affects performance. The cultural factors of work have negative and significant impact on performance. It is necessary to improve the work culture by applying fighting values, work ethic, distinctive features, and prevailing norms that support employee morale for better performance improvement. The same is stated by Sanchez et.al. (1997), in Listio (2010), also reveals that competence is a set of complexity of productive elements as well as skills and skills in an organization positioning itself differently from its competitors. Competence can be symbolized by the ability to perform

**That** positive Working attitude can enable favorable outcomes such as hard work, mind to work, earnest in work, commitment and other working attitudes which of course this can benefit the individual itself and the organization.

### **3. Influence commitment to organizational culture**

Commitments are positively and significantly influential towards organizational culture. It means that commitment is reflected through an affective commitment consisting of trust in organizational objectives, a continuation commitment based on benefit and coherence given and a normative commitment to uphold the duties and obligations given as well as maintain the image of positive organization. The commitment to the primary cooperative in South Sulawesi is in a good and highly inclined category, meaning that the managers of the cooperative can already understand the meaning of the commitment to its duties and obligations as a staff and able to complete its work well.

From descriptive results shows that cooperative managers have a desire to maintain a positive image of the organization. It can be stated that imagery for an organization or company is growing because in recent years, the nature of the organization or company has been extensively discussed in business circles and management circles, to respond to a general suspicion of today's businesses that need to undergo fundamental changes to either conform to new and sustainable business environments.

The results of this study supported the research findings of Fakhar Shahzad (2012). The results of the study have a positive and significant influence on the commitment and culture of the Organization, the research shows that when employees commit they have the same norms to reach the objectives of the Organization. As shown in the study results of Alotaibi (2001). Impact of Organizational Culture on Organizational Performance: An Overview. Using data analysis is Structural Equation Modeling (SEM). This result confirms that the image variable indicator for an organization or company is growing because in the last years, the nature of the organization or the company has been widely discussed in business circles and management circles, to respond to a common suspicion about today's businesses that need to undergo fundamental changes to either conform to new and sustainable business environments so that a contribution or role of 79.6% in reflecting the management organization's commitment variable to the primary cooperative in South Sulawesi.

Organizational culture is the value inheritance system to be applied to the organization to employees (Belias and Athanasios, 2014). Xiaoming and Junchen (2012) stated that the patterns of internal and external problem solving for one group or organization were referred to as organizational cultures. Djastuti (2011) suggests that a habit of employees to work more effectively, when employees are encouraged by the commitment in an organization. The higher the employee's commitment to organizing the better or stronger the culture that the organization has. The research results of Taurisa and Intan (2012) and Sinha et al. (2017) show that commitments are positive and significant to the organizational culture. Alvi et al (2014) Researching on the influence of commitment to organizational culture and job satisfaction shows that the organizational commitment is positively influential towards organizational culture.

### **4. Influence of leadership style towards cooperative performance**

Leadership style has a negative and insignificant influence on performance means that the leadership style here is related to the character, a leadership style is the default of a leader and each leader has its own way of determining the attitude in solving a problem. This affects the performance of cooperatives, as the characters of different leaders will give their own inspiration and motivation from each cooperative. The impact of an inappropriate leader will lead to a decline in cooperative performance. So a leader must be committed in order to realize the desires of the Organization in achieving common goals.

The type and style of leadership applied by a leader of the primary cooperative in South Sulawesi has no effect on achieving the performance of cooperative managers when not based on the organizational culture because it is essentially a cooperative caretaker has a clear and strengthened task description with regulation, so that the managers of cooperatives are strongly pursued by the targets that have been poured out in the procedures made at the beginning of the year which is a performance contract as part of the fact of integrity that must be made by every cooperative manager when initiates activities in Start of the year and this will be performed performance measurement through evaluation of job performance assessment at the end of the budget year.

Similarly, the leader will do the same from his immediate employer to evaluate his performance so that it seems clearly that it is very current to fix the governance of the primary cooperative organization in South Sulawesi to the future should be strengthened by a clear and balanced regulation so that co-operatives do not feel harmed by revenues that are still relatively low because with the system of performance achievement almost the cooperative members do not have time and a lot of space to do other activities. Although a leader often performs the management functions of the directive, supportive, participatory, yield-oriented and otocratic will not improve cooperative performance, but otherwise cooperative members will feel comfortable to work when they feel depressed and kept up to hand because there will be a sense of distrust with the leadership as well as otherwise even cooperative managers can feel suspicious of direct intervention leadership of certain interests in the implementation of the assignment. Therefore, the commitment and the hope of the leadership to get better performance from the management of the cooperative must be laid out and maintained in the frame of high



commitment because the various regulsi that exist related to the performance of the management of the cooperative is very clear so that the leadership to direct the management of cooperatives to the target of the achievement of mission vision so that the primary cooperative in South Sulawesi

The results of this study supporting the conceptual Robbins (1996) suggest that leadership is as an ability to influence a group toward achieving goals. Siagian (2002) suggests that leadership is one's ability to influence others (their subordinates) in such a way that others will do the will of the leader even though personally it may not be endeiled.

The findings support the results of the study conducted by Peris M. Koech& Prof. G. S Namusonge 2012. The results of these research leadership were made justification for the leadership characters not significantly correlate to performance in the organization. The research was contrary to the findings of Achmad Sani, Vivin Maharani, (2012). The results showed that the transformational leadership was positively influential and directly on the lecturer's performance.

### **5. Competency effect on cooperative performance**

Competence is the aspect that is contained in the competence of knowledge, understanding, scoring, value, attitude and interest or interest. So it can be concluded that competence is the ability that human resources need to do the work that is based on knowledge, skills and work attitude, so that it can achieve a set goal. Competence is positive but not significant because there are several managers of cooperatives in the primary cooperative in South Sulawesi that still have qualifications that are not in accordance with their competence, in carrying out their duties sometimes have technical constraints so that but in fact in the results of this research style variables have a negative influence and are not significant towards improving the performance of its cooperation. This is why there are some factors underlying why something like this, one of which is a leader who

Must have a social and communicative soul to the managers of its cooperation so as not to pose a gap in the work environment, as well as a leader who is a soulful leaders that the leader who jump directly to know the situation in the field with his staff know the problems that occur in his work environment, leaders who always ask the opinion of advice and good input is criticism to take a decision Of some of the things that a leader wants to achieve is not separated from the initial commitment of a leader in taking a policy, so that the performance of cooperative managers will soon be realized in accordance with the wishes of the mutual. Need to be adjusted in the competency through performance assessment. This means that if there is increased competence, it will not affect the increase in performance in real.

Based on the results of the descriptive analysis shows that the indicator of nature is very necessary to get serious attention because cooperative managers sometimes still often delay the job so that when the job is asked by the leaders they finish it by not maximized even there is nothing wrong in drafting a report or inappropriate writing and some cooperative managers still do not have the courage to ask for advice or ask if facing difficulties in completing the work this will impact the decision-making process because the management of cooperatives do not have Courage in acting and taking steps and ultimately impacting their performance. Recommended to the leadership to help give direction to the managers of cooperatives to be able to be more assertive in making decisions with the approach of the family will make these cooperative managers easier to understand what is delivered

The results of the hypothesis test proved that the competency has a positive effect but not significant to the primary cooperative performance in South Sulawesi, so it can be concluded that the existence of competence increase in the positive but not real towards performance improvement because if a primary cooperative Annggota want to be competent, it must be committed in him so as to perform well. The results were supported by the research results of Martin Effendi Patulak, 2013, stating that competence and commitment have no effect on the performance and the research is also contrary to the research results from Miftahuddin 2013. The competence and culture of the Organization has a significant (positive) influence both simultaneously and partially either directly or indirectly.

### **6. Effect of commitment to cooperative performance**

The influence of the oirganization commitment to the performance of a positive and significant cooperative caretaker can be seen from a very high impact in performance. With the change of cooperative mindset able to realize objectives of the Organization. It functions in addition to organizational arrangement but also service in the field of religion.

Performance is an effort in the activity of workers in the development of output based on the targeted work, organized and sustainable to achieve the substance of work. The working subatansi is the magnitude of the work that can be assessed or measured. This became the reference of the defendant as an organization in defining performance more broadly. From the picture of the research object directly can be seen that the cooperative managers who have high skills they are able to innovate to develop their creativity to be able to

create good work creations. But if not balanced with a good form of work commitment, then it will not produce the desired performance.

Commitment is a must-have attitude for all cooperative managers. Commitment is a binder that gives the urge to give the best of what is the responsibility. Commitment is a must-have attitude for every employee. Commitment is a binder that gives the urge to give the best of what is the responsibility. Based on empirical facts from the response of cooperative managers to integrity is a strong determination to change or do better with positive, prudent and thoughtful thoughts in carrying out its duties and functions so as to improve the performance of cooperative managers. This will never happen if it is not balanced with a positive mind and commitment as a solid foundation basis to realize the objectives of the Organization. If a cooperative manager has a strong commitment, it can encourage the will to be responsible for his duties and obligations.

These results confirm that the image variable indicator for an organization or company is growing because in the last years, the nature of the organization or the company has been widely discussed in business circles and management circles, to respond to a general suspicion of today's business that needs to undergo fundamental changes to either conform to new and sustainable business areas so as to reflect the commitment of the management of cooperatives in the primary

## **7. The influence of organizational culture towards cooperative performance**

The organizational culture influence on cooperative performance is not significant because it is a culture that must be framed with a good performance. Culture here is the value of 5 working cultures. With that commitment the value of culture can be applied. The implementation of the value of 5 working cultures on the primary cooperative in South Sulawesi is not optimal because not all managers of cooperatives understand the substance of the meaning of these values so that it still needs to be done *sosialisasi* in the form of action although it is quite understandable because basically the value has become the spirit of TUSI (duties and functions) of the primary cooperative. But the need for a certain reinforcement so that the activities of the management of cooperatives can be framed with 5 values of the culture of work that is the spirit of the primary cooperative in providing good service and improvement of human resources, accountable organizational governance and the implementation aspects of functions.

In everyday life one will not be detached from its environment. One's personality will be formed by the environment, and so that the personality leads to a positive attitude and behavior must certainly be supported by a norm recognized about its truthfulness and obeyed as a guideline in action. Basically human or someone who is in the life of an organization in order to determine and form something that can accommodate the interests of all parties, in order to carry out its activities do not clash with the various attitudes and behaviors of each individual. Something that is meant is a culture where individuals reside, like values, beliefs, assumptions, hopes, and so on.

Based on empirical facts from a cooperative member's response to integrity is a strong determination to change or do better with positive, prudent and thoughtful thoughts in carrying out its duties and functions so as to improve cooperative performance this will never happen if it is not balanced with a positive mind and commitment as a solid foundation base to realize the objectives of the Organization. If a cooperative member has a strong commitment, it can encourage the will to be responsible for his duties and obligations. Organizational culture does not significantly affect the performance of cooperative members may result in decreased performance.

This is contrary to the theory of Robbins (2007) stating "Organizational culture in the form of dominant values supported by members of the organization or philosophy that lead the organization's policies to employees and customers, or the basic assumptions and beliefs that are among members of the organization. The organizational culture briefly means a system of understanding that is accepted jointly. Stoner (1995) said the organizational culture as an Cognitive Framework includes the attitudes, norms and values of behavior and expectations donated by members of the organization. In line with the findings of Martin Effendi Patulak, 2013 and Peris M. Koech & Prof. G. S Namusonge 2012 The results of leadership were made justification for styles not significantly correlated to organizational performance. The study concluded that the results of this research relationship between variables (competence, organizational culture) are not affecting significantly.

Culture in the narrow sense is the art, whereas in the broad sense of culture means all things copyrighted, human flavor and *carsa* either in the form of values, ideas or ideas to human-made physical goods that aim to nurture and sustain his life. Thus, culture is the result of mutual agreement in interacting between members (human) in a particular environment

## **8. Influence of leadership style towards cooperative performance through organizational culture**

Leadership styles have a positive and significant impact on performance through a organizational culture i based on the examination results of the influence of leadership style variables by involving a variable of organizational culture mediation in explaining the influence of leadership styles on cooperative

performance through organizational culture shows that the leadership style directly affects the organizational culture, whereas organizational culture is significantly influenced by cooperative performance. Referring to the examination results to determine the nature/type variables of the organizational culture mediation in explaining the influence of leadership styles towards cooperative performance. This statement can be evidenced through the results of indirect effect testing (indirect effect) variable leadership style towards cooperative performance through organizational culture obtained the value of the line coefficient.

This means that the influence of leadership style indirectly has a real effect on the improvement of cooperative performance, while the organizational culture directly affects the performance of cooperatives. So it can be concluded that a high leadership style can increase cooperative performance in a higher direction when supported with a high organizational culture. This research is in line with the theory of Rost, Joseph C (TriantoroSafaria, 2004:3) leadership style is a mutually affecting relationship between leaders and followers who want a real change that reflects the goals of being with him. Terry, George R (KartiniKartono, 2005:57) is an activity that affects people so they like to try to reach the goals of the group. Supported by Hasibuan, 2006:170 is the way a leader affects subordinate behavior, in order to cooperate and work productively to achieve organizational objectives.

### **9. Influence of competence on cooperative performance through organizational culture**

Competency has a significant positive impact on performance through organizational culture. Based on the results of the test conducted to find out the coefficient of indirect influence, the influence of competence in explaining the influence of organizational culture to the performance that employees ' performance is not real influenced by the culture of organization and competence significantly affects the organizational culture. This statement can be proved through the results of indirect influence test (Indirect effect) variable competence on the performance of employees through organizational culture obtained the value of the line coefficient (d).

The results of the evaluation of variable test mediation influence competence on the performance of cooperative managers by involving the organizational culture mediation variables, it can be proved that the organizational culture is significantly influenced by the performance of cooperative managers and competencies significantly affect the performance of the cooperative managers. The most distressing for cooperative managers when the construction is within 6 months and even 1 years of continuing evaluation has been carried out yet also gives adequate results in accordance with the performance standards given in the contract Kinerjanya it will be recommended to withdraw from the post or be asked for early retirement. This indicates that the performance enhancement or pretation of the work gained by each of the cooperative managers at the time of performance evaluation is seen from the organizational culture of each of the managers of cooperatives to each other without having to take action to emphasize cause it would make them uncomfortable in carrying out its duties. In essence, the culture of a high organization is already owned by a cooperative manager in the cooperative manager in South Sulawesi so that whoever becomes a leadership will not have a meaningful impact on the achievement of its performance.

Competence is an ability that is owned by every individual from doing things well for quality in any of the individually that he has, with the knowledge and skills necessary to perform the task, its characteristics up to each attribute.

### **10. Influence of commitment effect on cooperative performance through organizational culture**

Commitment has a significant positive effect on performance through organizational culture. Based on empirical facts of cooperative response to integrity is a strong determination to change or do better with positive, prudent and thoughtful thoughts in carrying out its duties and functions so as to improve cooperative performance. This will never happen if it is not balanced with a positive mind and commitment as a solid foundation basis to realize the objectives of the Organization. If a cooperative has a strong commitment, it can encourage the will to be responsible for its duties and obligations.

In the results of the examination shows that there is a influence of kmitmen in involving a variable of organizational culture mediation in explaining the influence of commitment to cooperative performance through organizational culture shows that direct commitment is not significant influence on cooperative performance, while commitments are significantly influenced by organizational culture. Therefore, referring to the results of the examination to know the nature of the variables of the organization's cultural mediation in explaining the influence of commitment to performance through organizational culture on this model of research means that the influence of commitments is not real to the improvement of cooperative performance, the commitment of direct effect on organizational culture while organizational culture does not significantly affect cooperative performance. So it can be concluded that a high commitment can not improve the performance of cooperatives when not supported with a high organizational culture. But the organizational culture becomes high not yet able to improve the high performance if there is no high commitment.

The study was in line with the findings of Fakhra Shahzad (2012). Impact of Organizational Culture on

Organizational Performance The results of this study are developing a strong culture in the organization to improve the overall performance of employees and organizations. Another support findings from Jeffrey HouJun Li 2013. Organisational culture and Organisational performance. The results of the study have a positive and significant influence of organizational culture towards employee performance through competency variables so that there is an indirect influence between organizational culture and Kinerjapegawai. The results were contrary to the research by Muhammad Iskandar Hamzah, Abdul Kadir Othman, Nurhazirah Hashim, Muhammad Hafiz Abd Rashid and Mohamad Shahril Mohamad Besir (2013). The results of these studies have no significant negative influence as well as indirect cultural variables bureaucracy towards employee performance.

It can then be explained that commitment is a belief that is the basis for binding a person to an organization where it works as demonstrated by loyalty, involvement in the job and also identifying it in assessing and organizational objectives. This commitment to its organization is not unilaterally only, but in this case the organisation and the entire member of the Organization must be able to achieve it together in creating conducive conditions to achieve the commitment in question.

## **VI. Conclusions And Suggestions**

Application Style Leadership Capable Strengthen Culture Organization. Indicators Leadership Directive, Supportive, Participatory, Orientation On Achievements Dan Autocratic Have Role Important In Application Leadership, So Can Give Contributions Real In Strengthen Culture Organization On Cooperative Primary in South Sulawesi. Competence Capable Increase Culture Organization. Results This Reflected From Of Motif Nature, Concept Self and also Skills Give Contributions Real Against Increased Culture Prganization On Cooperative Primary in South Sulawesi. Commitment Capable Increase Culture Organization An Real That Reflected From Of Commitment Affective, Commitment Continuation Dan Commitment Normative Against Increased Culture Organization On Cooperative Primary in South Sulawesi. Style Leadership Not Give Influence Real Against Increased Performance Management Cooperative. Results Research This Give Meaning That Style Leadership Not Influential Against Performance Cooperative. Competence Not Give Contributions An Real On The legacy Performance Management Cooperative. Competence Dominant Reflected By Concept Self Where The Members Have Idea Its own In Act Dan Take Decision, However While It Performance Management Cooperative That Reflected In Indicators Impact Where Management This More Selfish Affairs Job Than Affairs Private. Means That In Work Management Always Take Step Attitude Policy Own And Who are looking Interests Organization So Can Increase Performance Cooperative The. Commitment Capable Increase On Management Cooperative. Results This Give Meaning That Commitment Give Contributions Real Against Increased Performance Cooperative. Culture Organization Not Capable Give Contributions Real Against Increased Performance Management Cooperative. Culture Organization Dominant Reflected By Example Where Figure Leader Always Guide And Give Referral However While It Performance Management Cooperative That Reflected In Indicators Impact Where Management This More Selfish Affairs Job Than Affairs Private. Means That A Leader Ideally Always Always Direct All Members In To advertise Obligation And More Who are looking Interests Public Then Things This Can Increase On Management Cooperative Primary. Leadership Influential Direct Against Culture Organization, But Leadership Not Influential An Direct Against Performance, Culture Organization Not Influential Against Performance, So Nature Relationship Leadership Against Performance Management Cooperative Through Culture Organization Is Mediation Perfect (Complate Mediation). Competence Influential An Direct Against Culture Organization, However Not With Performance, Culture Organization Also Not Influential Against Performance So Nature Mediation Culture Organization This As Mediation Perfect (Complate Mediation). Dan Commitment Influential An Direct Against Culture Dan Performance, However Culture Not Influential Against Performance Then Nature Mediation The Is Mediation Some (partial mediation).

It is recommended that the managers of the primary cooperative in South Sulawesi Dare to make a decision and be firm in completing the work with a full responsibility. In order to perform the HR arrangement is expected implementation of competency mapping as a basis for the follow-up in conducting the improvement of competence through activities and training so that in the placement adjusted between the qualifications owned (the right man and the right place) so that the cooperative manager has a high self concept, professional in working and discipline in implementing

Tasks and advised to the managers of the primary cooperative in South Sulawesi to motivate each other to participate in decision making and more actively working to improve the quality of its work. Leadership implemented during this time tends to be directive, supportive, participatory, subject-matter and autocratic. It is recommended that the indicator be able to be organized through high commitment by reflecting the type and leadership that is expected to accelerate the process of achieving the target service to customers who are clean and closer to the customer

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