

# An Integrative Framework of Job Performance Within Cooperative Organisation in Tangerang Indonesia

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**Abstract:** In the era of globalization, following several Covid-19 outbreaks, the industry is phasing out its mat recall from this plague. For this study, the author sent a questionnaire to a maximum of 206 participants to be analysed using SEM-PLS methodologies (processing procedures). Based on the outcomes of the information gathered, excellent habits improve employee motivation, performance, and job happiness. Results from testing indicate that if the parts that have already been discussed have significant repercussions to advance the industry, management should make it mandatory for employees to stick four parts of the employee's name on a stick so that the industry can advance through good. This research has limitations because of its narrow focus on the variables of cultural organization, motivation at work, performance at work, and employee happiness. In light of this, it is hoped that future studies would concentrate on a broader range of section variables, rather than focusing just on the already-explained portions. It is anticipated that you will organize or provide proposals for your future research project.

**Keywords:** Motivation Work, Influence Culture Organization, SEM-PLS Method

## Introduction

Operational continuity and the growth of cooperatives, particularly major cooperatives such as those that organize retail in the Indonesian city of Tangerang, are inextricably linked to the management capabilities of cooperatives. For the continuation of operations and the growth of cooperatives, particularly major cooperatives such as those that organize retail in Tangerang, Indonesia, management must provide a superior level of job performance. Excellent performance outcomes are influenced by work discipline, job happiness, and work motivation (Wilms et al., 2020).

Lakshmi (2003) said the discipline refers to specific features of research, which is a field of knowledge distinguished by the fundamental and methodological distinctions it conveys. Discipline is the purposeful distinction of the base of insight with a particular viewpoint in order to produce a more accurate account of the event that is the focal point. According to them, the knowledge base is the sum of people's environmental descriptions. Due to greater specialization, diversification, and differentiation, disciplines are developed in several forms that may be distinguished based on their essence and methodology.

Order staff cooperation in retail shopping has an effect on operational retail smoothness, while disobedience might result in a continuation of cooperation. Managers, as well as employees of a cooperative, must reactivate it by shopping frequently and in an ordered manner so that their efforts at the end of the year provide greater results. Obviously, cooperatives that run retail in Tangerang have regulations or legal procedures for support order managers. According to Hasibuan (2004), interpretive disciplinary work is comprehension and the willingness of an individual to comply with all existing legal norms in cooperation. Unidirectional by thing mentioned, Nawawi (2015) believes that discipline work is something born scenarios and constructed late manner arrangement attitude that demonstrates values - values obedience, obedience, and discipline. Existing markers or indications include 1) Process work, 2) Accuracy time, 3) Responsibility, 4) Compliance, and 5) Attitude.

Research that has been done by (Sumaki, Taroreh, & Soepeno, 2015) report that disciplinary work affects Ability Management, but not in an excessive manner. Meanwhile, culture organization has influencing outcomes that are vital to ability Management. The research carried out by (Utama, 2016), it has been found that organizational culture has a beneficial, but insignificant effect on the management skills.

In addition, discipline is advantageous since it compels workers to comply with and execute current rules, processes, and policies, resulting in excellent job performance. A person's feeling of duty for other responsibilities allocated to him is reflected in his level of discipline.

This also motivates the employees to work diligently so that the cooperative's objective may be accomplished.

For the continuance of cooperative life, it is essential that management and cooperative employees maintain a high degree of spending discipline. Cooperatives are required to uphold discipline, since there are defined guidelines for managers and employees in establishing a corporate culture. Hence, happiness and encouragement inside cooperatives will boost the outcomes of cooperative activity. Despite this, there are still a significant number of groups that do not spend at their own cooperatives.

Examining the significance of the order of managers and cooperative personnel in revitalizing the shopping business, using this topic as a baseline or benchmark for the value of research on the order of cooperative managers and staff in revitalizing the cooperative through the shopping business. So, it is thought that order would encourage workers to accomplish their jobs quickly and successfully. This study was also conducted to demonstrate that the order of managers and cooperative staff in doing business may boost employee satisfaction and foster a cooperative work environment.

Job satisfaction must be a point that is monitored a lot in the origin of industrial and organizational psychology (Hakim TA & Klinger, 2008) . The meaning of job satisfaction which is very relevant has been displayed by (EA Locke, 1976) , who defines it as a positive or pleasant emotional condition obtained from the individual's perception of the experience of one's activities. Many researches have proven that this variable has a positive impact on the organization and its administrators (Ahmad, Rahman, & Khan, 2016; Bowling, Eschleman, & Wang, 2010) . The impact of work resources (organizational climate) on job satisfaction, as one of the markers of management well-being, is linked through encouragement or motivation . (Schaufeli & Bakker, 2004) . Professional resources are seen to play a motivating role, encouraging learning, growth and development of managers. Several researches have confirmed that the more positive managers control the organizational climate, the more satisfied they are (Pecino, Mañas, Díaz-Fúnez, López-Puga, & Llopis, 2015).

Not only that, job satisfaction is also a driving force for improving Management's ability through disciplinary mediators. The manager's duty is to produce managers who have great work enthusiasm and great work enthusiasm, so that they are diligent in their duties. Managers will be satisfied with what they receive from the cooperative when the satisfaction markers are met by the cooperative. With that satisfaction, the management will always look at the results of their work and always improve their work results that can be useful for the cooperative (Wei & Cai-hong, 2011).

Organizational culture in cooperatives also plays an important role in increasing job satisfaction and discipline. Discipline is established by a good organizational culture. Organizational culture can improve order in management. Not only that, a healthy organizational culture can increase management satisfaction in work. Job satisfaction and discipline are closely related to encouragement or motivation in work from Management itself. When management has the drive, management is required to work in a disciplined manner. Not only that, there is satisfaction for the management itself when the profession is compatible with the encouragement or motivation of the management that can affect the work results (Al-Dawalibi et al., 2020).

## Literature Review

### Work Organizational Culture

Organizational culture is a system of spreading beliefs and values that grow in an organization and show from the attitudes of its members. Organizational culture can be an important instrument in competing priorities, provided that organizational culture can respond or overcome environmental challenges in a quick and accurate way (Abdullah, 2014).

Organization of culture is the same as cultural work. Often spoken cultural work cause that this cannot be isolated from ability source power more robust cultural cooperatives and a growing desire to perform. Culture is one of the characteristics that distinguish one organization from another. Culture is a significant factor in improving the organization's power use. When culture organizations complement the organization's goal and can adapt to or overcome environmental challenges in a lightning-fast and Very decisive manner, they may be vital tools for competitive advantage (Jones, 1998; Wirawan, 2007)

Culture is as complete as values. Value itself is defined as a norm that aims at trust. As well as the description developed by an organization and teaching it to the latest personnel as best as possible. Cultural elements reflect some of the deeper values in the heads of the organization's personnel. For Schien said "if culture covers adaptation and improvement". The existence of management self-regulation and orderly application and prove the level of intensity of the work team in a cooperative.

### Discipline

Discipline originates from the Latin language which is discipline which is interpreted as guidance or learning, character development, and good manners. One of the evaluations of Human Resources (HR) can be seen in actions and disciplined attitudes, because discipline has a strong impact on an organization in order to achieve success in pursuing planned goals.

Discipline describes the operational duties of the human resource manager which is very significant because the better the manager's discipline, the greater the performance or work results achieved, so that it will produce quality managers. Discipline is very important for the development of the organization, especially for managers so that they can discipline themselves in performing their profession either individually or as a group (Davis, 1960, 1973).

Sinambela in Barnawi & Arifin, (2012), showing that discipline is essentially obedience to the provisions or orders formalized by the organization. On the other hand, according to Hasibuan & Bangun (2020) Discipline is the understanding and willingness of a person to obey all legal provisions and social norms. In addition, for Sinambela (2012), work discipline is a method that is used to overcome work problems. This way involves the manager in recognizing and communicating problems resulting from activities to employees.

Based on research, the greater the work discipline possessed by each management, the greater the management ability. This research matches the research results from Apriani & Hartoyo (2012) which explains that work discipline affects the meaning of management ability. A study conducted by Amran, Bin, & Hassan (2009) proved that work discipline can affect a person's ability. Study from Adomi & Eruvwe (2004) proving that staff discipline is a dimension if every library manager needs to collect those steps in order to fix the organization, and enable Management to work in a productive and efficient way. Meanwhile, the research done by Hetami (2008) proved that getting stuck has a bad and meaningful effect between discipline and performance.

## Job satisfaction

Human resource problems in organizations are basically complex problems because they involve individual problems. One of the signs that creates a poor organizational work situation is low job satisfaction. This is due to the actions and feelings of the employees to the entire view of the work area that wants to influence the actions and attitudes in performing the duties assigned. So, it can be concluded that job satisfaction is an early point of cases that arise in the organization (Dhania, 2012; Lumentut & Dotulong, 2015).

Job satisfaction is a problem that is quite interesting to study and valuable, because it has been tested to provide great utility. Job satisfaction is an early point for problems that arise in organizations such as management-employee conflicts and employee turnover. Job satisfaction is a requirement that must be present or possessed by every employee on duty, which individuals are willing to relate to their work area and work enthusiastically. (Jufrizen, 2017; Nurcahyani & Adnyani, 2016).

According to Mathis and Jackson (2011) in Afianto & Utami (2017), describes job satisfaction as a positive emotional condition that reflects the results of evaluating a person's work experience. On the other hand, for J. Gibson, Ivancevich, & Donnelly Jr, 1997; JL Gibson, JM Ivancevich, Donnelly Jr, (2009) they explain that job satisfaction is an employee's actions regarding his profession obtained from their assumptions about their profession based on factors in the activity area similar supervision styles, wisdom and methods, work group associations, activity situations, and other utilities for workers.

## Work Motivation

According to Watch out in Kartika (2010) interpretation motivation is whole method gift pattern activities on subordinates such appearance as a result them want to on duty by honest for achievement purpose organization by way empowered use as well as economical . Sopiah (2008) interpretation motivation is whole method gift pattern activities on subordinates such appearance as a result them want to on duty by honest for achievement purpose organization by way empowered use as well as economical.

As'ad in Roesyadi (2012) if motivation is often viewed as support, Motivation or energy is action soul and possessing body use (role), till motivation may be described as energy a moving pioneer person in acting each of his acts for a certain goal. Motivational work management in a company is sometimes misunderstood to be both easy and problematic. Something which motivates fundamentally simple individuals to share what they desire Motivation may also be used to encourage the administrator to fulfill their obligations. Late motivation might increase if a productive task produces results.

When this is not provided by management, apprehensiveness will persist in little activity outcomes. Linguistic motivation the Latin *movere* signifies persistence or movement Employee motivation according to the viewpoint (Robbins, 2006), is contributing system usage ensures and reflects a focus on connected attitudes by profession. Because of this, in the motivational sense, managers or supervisors can decide how to get the greatest outcomes from the best activity. Contrarily, according to the evidence (Wahyuningsih, 2013). Motivation is results way interaction between action, desire as well as assumption a person to the area that becomes energy push in implement something activity, pp the said due to exist strong motivation \_ about aspects essential (from in self-own) as well as aspects extrinsic (from outside self a person or self itself).

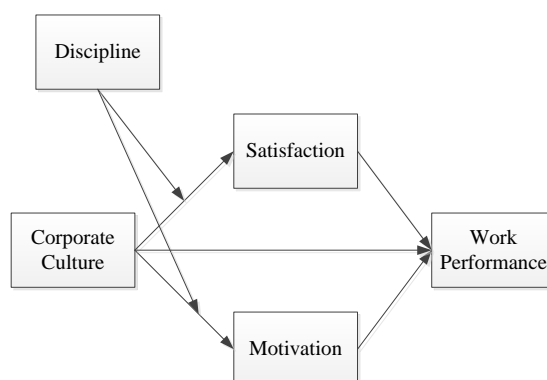
## Performance Manager

To identify results activities manager in tasks that become the duty of the response manager, until required experiment evaluation of results activities manager. Evaluation capability necessitates taking into consideration the amount of discussion management has previously incorporated into his profession, as well as what is necessary for them to experience to generate more conversation in the future. About this, those who have previously experimented with it allude to the substance that their professions experience, as well as the means by which they anticipate achieving what exists in each profession's point of view. Fill from something vocation is based on the formulation of a desired purpose accomplished from something principal responsibilities Vice versa for Paramartha (2013), evaluation Performance work consists of activities carried out by Management in consideration of results activities workers (employees) with the equivalence of results activities by time length.

Sourced on Yusuf (2000), performance work is results activities or income earned by employees in organization. Sourced on Yusuf (2000), There are two performance forms. The two forms are sum results activities (quantity performance) and results activities (quality performance). Usage to boost outcomes activities manager, cooperation need to notice elements impacting performance work. For Hamdani (2010), influencing factors performance work, including culture organization, atmosphere organization as well as commitment organization. Not only that, Martoyo (in Reffiany, 2009) also reported if results activities influenced by satisfaction work, motivation, level pressure mind, body situation, activity, system replace loss, view economy, view technical as well as another attitude.

## Conceptual Framework

Based on theoretical explanations that influence management performance, a conceptual framework is obtained. The manager's activity ability is encouraged.



**Figure 1 Conceptual Framework**

## Research Method

### Variable and Indicator

Management work performance is the actual management performance compared to the expected management performance (Dessler, 2017). The measurement indicators used are:

1. Quality Work Management
2. Management Ability
3. Accuracy time
4. Creativity

### Organizational Culture

Organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding (Alvesson, 2012; Schein, 2010; Syahzad, 2012). The measurement indicators used are:

1. Integrity
2. Trust in Colleagues
3. Professionalism
4. Care

### Discipline

Discipline is driving force individual or group for obey considered rules, regulations, standards, and procedures need for a organization (De Cenzo et al., 2013). The measurement indicators used are:

1. Procedure Work
2. Punctual
3. Bear Answer
4. Compliance
5. Attitude

### Work Motivation

A series of attitudes and values that influence individuals to achieve certain things in accordance with the individual's goals that come from within himself and not at the instigation of others (Dessler, 2017). The measurement indicators used are:

1. Interest in Taks
2. Efficiency



3. Evaluation
4. Improve Income
5. Getting Appreciation
6. Avoiding Punishment Cooperative

## Job Satisfaction

Satisfaction work is expression from satisfaction management about how his job can give benefits for organization, which means that what are they get on the spot work already meet what is considered important (Luthans, 2011). The measurement indicators used are:

1. Satisfaction by promotion
2. Satisfaction with salary
3. Satisfaction with Coworkers
4. Job Satisfaction
5. Satisfaction with the Boss

## Analysis Technique

Modelling the equation Structural (SEM) is mixture from two procedures a separate statistic, is analysis aspects as well as modelling likeness simultaneously. SEM is used use speculate power bond intervariable in the model. SEM can share data about consequence one variable to other variables or late variable spoken medium intervening variable or intermediate that lies between both variables (Maruyama, 1998; Ulum, Ghozali, & Chariri, 2008).

## Result and Discussion

Experiment validity convergent tried by looking at each loading factor number markers on constructs. For research confirmation, the limit of the loading factor used is 0,7, otherwise for research investigation, the factory loading limits used is 0,6. Reason research this is research confirmatory, to limitation of the loading factor used use try validity convergent every-every markers is 0,7. Further is results assessed shape PLS:

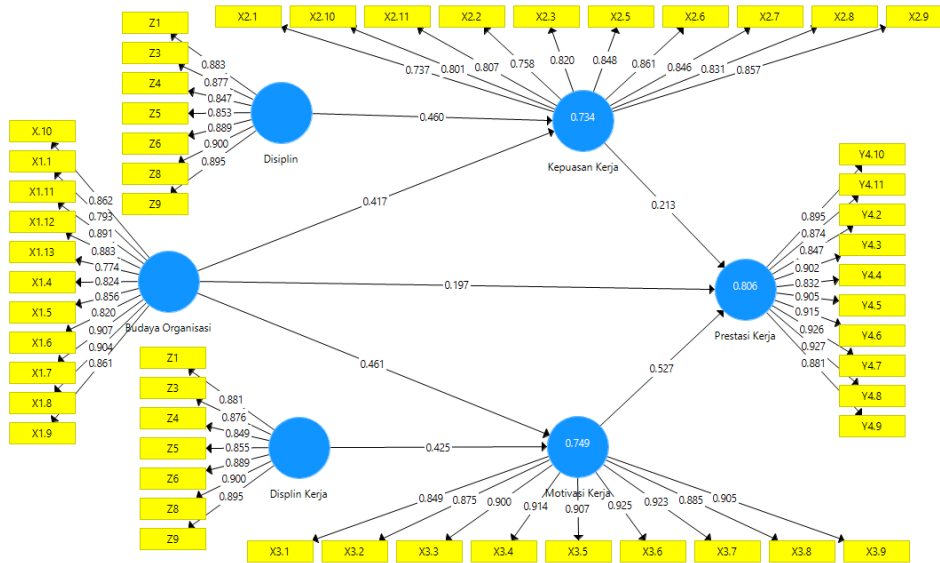


Figure 2. PLS Model Estimation Results (Algorithm)

Sourced on results estimated model in Figure 2, throughout markers have loading factor numbers above 0,7 about this prove if the whole valid markers in measure construct as a result can used in research. Each loading factor number markers on constructs can observed in the table next : mandatory latent variable can explain variance every markers minimum 50%, as a result relationship absolute between latent variables as well markers mandatory 0,7 (number absolute from weight external standard or what is said weight external).

Reliability construct can assessed from figures Crombachs Alpha as well Composite Reliability figures from every - every construct. Something construct counted have reliability big when figures Crombachs alpha exceeds 0.7 as well the composite reliability figure exceeds 0.70. Nope only looking at each loading factor number marker, experiment validity convergence is also tried by looking at AVE number each constructs, models are claimed already fulfill validity required convergence when each construct have AVE number above. 0, 5.

Table 1 Develop Reliability and AVE. Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Organisas	0,962	0,963	0,967	0,728
Disiplin	0,950	0,952	0,959	0,771
Displin Kerja	0,950	0,952	0,959	0,771
Kepuasan Kerja	0,945	0,948	0,953	0,668
Motivasi Kerja	0,970	0,971	0,974	0,807
Prestasi Kerja	0,971	0,972	0,975	0,794

Sourced on results experiment above reliability, figures Cronbachs alpha throughout construct 0.7, composite reliability figure 0.7 as well overall AVE figure construct 0.5 which means the whole construct already fulfill reliability good construction. The results of the analysis in the

table above prove if the whole construct have AVE numbers above 0.5 mean the whole construct already fulfill validity good convergence.

## Conclusions

From the results of the above study, it was found that the best panel data regression model to use is the fixed effect model. From the model used, it can be concluded that the profitability ratio and liquidity ratio are independent variables that have a positive influence on financial distress indicators. Leverage ratio is the only independent variable that has a negative influence on financial distress indicators. While inflation is the only independent variable that has no effect on the financial distress indicator. It is also known that the profitability ratio, liquidity ratio, leverage ratio, and inflation simultaneously affect indicators of financial distress. This study has several limitations, namely the population used is limited to one industry, namely the manufacturing industry and is only limited to Indonesia. The research data that was conducted was also limited to 2019-2021 in which the Covid-19 outbreak occurred which caused an economic downturn in Indonesia and specifically also affected the manufacturing industry. This research can contribute to investors and company management in carrying out the decision making process by paying attention to the company's financial ratios and inflation in Indonesia and also contribute to developing knowledge in the field of finance study as it enhance the causality of financial distress. For future research, it is suggested to use qualitative variables such as corporate governance and corporate social responsibility disclosures to see the impact on the company's financial condition.

The purpose of this research is to confirm the assumptions that have been presented at the beginning of the research. Furthermore, this is a conclusion that is also a response from the cases found in this research. In accordance with the analysis of information that has been tried by researchers: The findings of testing the first hypothesis (H1) indicate that workplace culture has a positive and statistically significant influence on job satisfaction. This demonstrates that work culture, the effect of organizational culture on job happiness, is positive; thus, the stronger the corporate culture of an organization, the greater the rise in employee job satisfaction. The findings of testing the second hypothesis (H2) revealed that workplace culture has a favorable and significant impact on motivation. Corporate culture has a positive and significant effect on employee work motivation; the more robust the organization's culture, the higher the level of employee motivation. After that, it was discovered that corporate culture and work motivation had a significant and favorable impact.

The findings of testing the third hypothesis (H3) revealed that work discipline has a favorable and significant impact on employee competence. This demonstrates that studies on workplace discipline may enhance the abilities of workers. The third assumption is so accepted.

The findings of hypothesis testing (H4) establish the empirical truth that the moderation of work discipline enhances the impact of work culture on work motivation. In other words, the findings of this research's testing of the fourth hypothesis (H4) demonstrate that a moderate approach to work discipline may enhance the work culture and work motivation, and the fourth hypothesis is thus accepted. Preliminary hypothesis testing findings (H5) indicate that job satisfaction has a positive and significant impact on work performance. This demonstrates that work happiness is one factor that causes the rise in employee ability; however, other factors effects ability, such as assumptions, position, actions, personality, and motivation. Content employees are more likely to have favourable opinions of the Cooperative in Tangerang.

The findings of an early assumption test (H6) revealed facts indicating whether motivation at work is positively impactful and crucial to performance at work. Consequently, when a company's structure is sufficiently well-balanced for the employee, they will feel compelled to implement their profession by engaging in more conversation and providing more responsible answers. The findings of an early assumption test (H7) uncovered evidence that culture work is influential and vital to performance work. Concerning this, demonstrate whether culture-directed abilities of this type may enhance revenue and good behaviour leading to success.

Sourced on results compiled Research from response respondents until the author made suggestions, namely : (1) Cooperative improve discipline personnel cooperative save borrow as well as increase Routine active in way activity effort in the enterprise and discipline manager. As a result, performance work influenced by motivation as well as satisfaction work. (2) Employee Performance Acquisition enough talk as well as mandatory maintained and want to more talk again when employee always protects values - values discipline. As a result, motivation, as well as established rulings late culture work organization, create performance work

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