The Influence of Organizational Culture Through Intervening Variables of Organizational Behavior on the Performance of the Yogyakarta Cooperative and SME Service Case Study

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Abstract. Organizational culture is very important for the progress of an organization or company. A good organizational culture is expected to be able to influence employee performance and organizational behavior. Maximum performance is also expected to have an impact on organizational behavior. This research was carried out at the Yogyakarta Cooperatives and SMEs Service. This research aims to find out whether the organizational culture in the Yogyakarta Cooperatives and SMEs Service has an influence on organizational performance and behavior. The research method used is quantitative, where data is collected through questionnaires with the sampling method used is saturated sampling, the sample used is all employees in the Yogyakarta Cooperatives and UKM Service, totaling 40 people. Apart from using a questionnaire, researchers also conducted interviews to gain more information about the Yogyakarta Cooperatives and SMEs Department. The data analysis used is path analysis. The results of this research provide the conclusion that the organizational culture used by the Yogyakarta Cooperatives and UKM Service is the "SATRIYA" culture, through existing culture and through tests that have been carried out it is concluded that there is an influence between organizational culture on organizational behavior, there is no influence between organizational culture on performance, there is an influence between organizational behavior on performance, and there is no influence between organizational culture through performance on organizational behavior.

Key words: organizational culture, performance, organizational behavior

BACKGROUND

Humans as social individuals essentially need the existence of other individuals and have social behavior and cooperate with other individuals. For this reason, the existence of an organization is very important as a place to express and socialize or collaborate with other humans. An organization is a place where a group of people mix to work together rationally and systematically, in a controlled and guided manner towards a common goal. Human resources are a very important factor in an organization, even though an organization has good and adequate tools and facilities, without the role of human resources or employees an organization cannot run and operate. This is because human resources have the function of driving an organization, humans who run the facilities and infrastructure available within the organization, humans also determine how the organization will move. Without the existence of human resources an organization will not survive or operate. To achieve the organization's desires, qualified and professional human resources are needed. The human resources that enter an organization certainly have good quality,

but to improve the quality, organizational behavior is needed to increase the quality of existing human resources.

The existence of an organization does not just happen on purpose, but through long steps. The existence of an organization is formed through a group of people or individuals who have a vision and mission that is in line, however, this goal cannot be achieved alone or individually, but this goal can be realized if it is done together.

From these problems, organizational culture is said to have a very strong influence on performance. According to Bangun (2012: 231), "Performance is expressed as a result of work obtained by a person according to job requirements. A job has certain requirements to be carried out towards certain goals which are called job standards. Performance defined as "Records regarding the outcomes resulting from a certain activity, over a certain period of time". Performance can be defined as what an employee has carried out in carrying out various tasks, whether in accordance with what the company expects or not. From this performance it will be seen how the achievements of each employee are, performance that is said to be good will move a company in a more positive direction and achieve its goals.

Apart from influencing performance, organizational culture also greatly influences organizational behavior in the company. Where this organizational behavior will greatly influence the effectiveness and performance of an organization. According to Grenberg and Baron, quoted by Wibowo (2013: 56), "Organizational behavior is defined as a science related to what is contemplated, experienced and carried out in the organizational environment.

This organizational behavior is related to habits, behavior, ways of working, and various dynamics of human involvement in an organization's environment. From this organizational behavior, it can be seen how the behavioral patterns of each individual can later help manage and improve human resources in the company environment.

Regarding the organizational culture that exists in an organization or company, many still feel that it is not optimal in implementing organizational cultural values, so efforts are needed to increase organizational cultural values for each employee regarding responsibility for carrying out their duties. Usually the performance given by employees is not optimal, including the quality of service which is still less than optimal, there are still some unfavorable comments regarding the quality of service provided by employees. Apart from the performance not being optimal, the

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organizational behavior of the employees is also still unclear while everything is good, there are still employees who are felt to be disrespectful to the public.

From this it can be said that the performance and organizational behavior of employees is still not good. Between job responsibilities and the reality of what is being done is still not optimal, employee organizational behavior is also not optimal which means there are still consumers who feel disturbed and uncomfortable with this incident. Based on this background, the author is interested in researching "The Influence of Organizational Culture through Intervening Variables of Organizational Behavior on the Performance of the Cooperative and SME Services in Yogyakarta".

THEORITICAL REVIEW

According to Hari Sulaksono (2015:2), in his book entitled "Organizational Culture And Performance", culture is the values possessed by humans and has an impact on human attitudes and behavior. It can be said that all humans are included in the role of culture because humans act within the scope of culture. Mean while, an organization is a series of groups consisting of a group of individuals who have the same desires, and can be realized more effectively and efficiently through joint actions, where in carrying out these actions there is a division of tasks, authority and responsibility for each individual who participates. contribute to realizing the organization's desires.

According to Wibowo (2012:7), performance is about carrying out work and the consequences obtained from that work. Performance is about what is done and how to do it. Meanwhile, according to Kaswan (2017:278), performance reflects the characteristics of employees in the workplace as the implementation of skills, abilities and knowledge, which creates contribution or value to the organization's ideals. According to Rismawati and Mattalla (2018:2), performance is a mandatory condition the truth is known and sought for certain parties in order to determine the level of fulfillment of an agency's results in relation to the vision carried by a company or enterprise as well as understanding the positive and negative impacts of an operational provision.

According to Dr. Chalndral Wijalyal, M.Pd (2017:1), in his book entitled "Organizational Behavior" brings to light the way in which organizational behavior is intertwined with the behavior

of people carrying out such things in giving reality to all forms of organization. In organizational life, people are given employment, educated and trained, given informality, protected and left behind. Dalpalt is told about the behavior of an organization, namely how people behave in an organization.

RESEARCH METHODS

The research uses qualitative analytical methods. According to Sugiyono (2018:13), qualitative research is a research method that has positivistic principles (concrete research), research data takes the form of basic research methods that are ultimately measured using statistics and calculation tests, getting to know the problem that is being researched in order to create a new system. that's the conclusion. The qualitative method is a systematic, systematic research using the sciences of statistics, mathematics, and computing for the measurement of data that have already been established in history. This research will continue by analyzing the data using the statistics from the collection of data, validation and other signals. The variables used are organizational culture as an independent variable, organizational behavior as a mediating variable, and performance as a dependent variable.

This research was carried out at Dinas Koperasi in UKM Yogyakarta which is located on Jl. Hos Cokroaminoto No. 162, Tegalrejo, Kec. Tegalrejo, Kota Yogyakarta. The population in this research is all staff who work at the Cooperative Department in UKM Yogyakarta. In this research, saturated samples were used, sampling techniques

A sample with all members of the population is used as a sample. In other words, with a census, where all members of the population are used as samples. Saturated sampling was taken with an all according to Sugiyono "The total population is less than 100, the entire population is taken using all samples". So the sample that was carried out in this research was 40 employees of Cooperative Departments in UKM Yogyakarta.

The first data collection tool uses a questionnaire, a questionnaire that collects data that is carried out through a questionnaire that provides a number of times, including a written signal to the respondent and also to the respondent, Sugiyono (2013: 135). Second, using a questionnaire, this research also uses interviews. The preliminary preliminary technique in this research uses a structured preliminary technique. According to Sugiyono (2013: 231), structured is used as a data collection technique, if the researcher and the data collector already know for sure about the

information that will be obtained. And finally, documentation, Sugiyono (2015: 329) emphasizes documentation as a method that has been used to obtain data and information in the form of books, archives, documentation, writings in the form of documents and information which can support research.

RESULTS AND DISCUSSION

Test basic assumptions

1. Validity Test

The validity test is used to measure the total validity of a questionnaire. A questionnaire is determined to be valid if the value of Sig (2 - taliled) from all the results is <0.05 in the r count > r tally. Recognizing the results of the validity test in this questionnaire are as follows:

Table 1.

Validity Test of Organizational Culture Variables

Variable X1 (Organizational Culture))	R table	R Count	Information
X1.1	0,312	0,703	Valid
X1.2	0,312	0,615	Valid
X1.3	0,312	0,694	Valid
X1.4	0,312	0,533	Valid
X1.5	0,312	0,778	Valid
X1.6	0,312	0,745	Valid
X1.7	0,312	0,602	Valid

Source: Processed SPSS 25 output, 2022

Through the results of the validity tests that have been carried out, it can be seen that the largest value is 0.778 with the question "the success of an organization/team is achieved together with other employees who work in one team." This result is in accordance with what employees do when given work and to complete it usually will carried out with other

employees in a team. Meanwhile, the lowest score was 0.533 with the question "When doing a job, always pay attention to the health and safety of employees." This result is due to a lack of awareness of the importance of safety and health in a job, and they even tend to consider it a waste of time, a waste of money, and damage to appearance.

Table 2.

Performance Variable Validity Test

Variable Y1 (Performance)	R table	R Count	Information
Y1.1	0,312	0,754	Valid
Y1.2	0,312	0,650	Valid
Y1.3	0,312	0,640	Valid
Y1.4	0,312	0,555	Valid
Y1.5	0,312	0,679	Valid
Y1.6	0,312	0,683	Valid
Y1.7	0,312	0,631	Valid
Y1.8	0,312	0,418	Valid
Y1.9	0,312	0,565	Valid

Source: SPSS 25 output processed, 2022

Through the results of the validity test that has been carried out, it can be seen that the largest value is 0.754 with the question "The results of the work I handle always meet the targets set by the company." This result is in accordance with what employees do when they are given work and will immediately complete it.

So that the targets set by the company can be achieved. Meanwhile, the lowest score was 0.418 with the question "I come and leave work according to the work hours that have been set." This result was because a lot of work had to be completed that day so employees had to work overtime.

Table 3.

Validity Test of Organizational Behavior Variables

Variable Y2 (Behavior Organization)	R table	R count	Information
Y2.1	0,312	0,730	Valid
Y2.2	0,312	0,688	Valid
Y2.3	0,312	0,902	Valid
Y2.4	0,312	0,829	Valid
Y2.5	0,312	0,738	Valid
Y2.6	0,312	0,794	Valid

Source: SPSS 25 output processed, 2022

Through the results of the validity tests that have been carried out, it can be seen that the largest value is 0.902 with the question "I feel that my colleagues are very supportive and helpful in my work." This result is in accordance with what employees do when their team mates are experiencing difficulties and hassles. work, then other colleagues who have finished their work will usually help. Meanwhile, the lowest value was 0.688 with the question "One of the reasons I stay at this company is because my boss really cares about his employees." This result is because the average employee stays at the company, namely to get a salary to meet their living needs. From the table above it can be concluded that lr count > r table, where r table is produced from the r product moment value table with a number of respondents of 40 and alpha 0.05 which produces r table 0.312, so from these results it can be said that the variables Organizational Culture, Performance, and Organizational Behavior is valid.

2. Reliability Test

Reliability testing is used to measure a questionnaire in the form of a reliable indicator, a questionnaire can be determined to be reliable in the form of a consistent indicator from walk to walk. The questionnaire was determined to have Cronbalch's Allphal alpalbilal reliability >

0.6, Ghozalli (2018:45). Also, the results of the Reliability Test from this questionnaire are as follows:

Table 4.

Reliability Test

Variable	Croanbach Alpha	Information
Organizational culture	0,781	Reliable
Performance	0,785	Reliable
Organizational Behavior	0,867	Reliable

Source: SPSS 25 output processed, 2022

From the table above, it can be concluded that the Croanbach's Alphal value is > 0.6 so it can be said that all variables are said to be reliable.

Classic assumption test

1. Normality Test

The normality test is used to test a regression model analysis model for an independent variable and a dependent variable or both that have a normal distribution or not Ghozalli (2016: 154). The normality test is carried out by using the One Sample Kolmogrov Smirnov test with the requirement that if the significance value is greater than 5% or 0.05 then the data has a normal distribution. Meanwhile, if the One Sample Kolmogrov Smirnov Test gets a value below 5% or 0.05, then the data is not normally distributed, so the statistical test will experience a decrease. Regarding the Normality Test results from this questionnaire are as follows.

Table 5.

Normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.00288601

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Most Extreme	Absolute	.128
Differences	Positive	.091
	Negative	-.128
Test Statistic		.128
Asymp. Sig. (2-tailed)		.100[c]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS 25 output processed, 2022

Through the table above, it can be concluded that the significant value of Sig. (2-taliled) is 0.100 > 0.05 so that it is calculated that the value is normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to test the reliability of a regression model found in independent correlations, Valrialbel Bebals (independent), Ghozalli (2018:71). The multicolonieritals test is seen from the tolerance value in the valrialnce inflation factor (VIF), the VIF value < 10 means no multicolonieritals, if the VIF value is > 10 the multicolonieritals is not. As long as the tolerance value is high, if the tolerance value is > 0.10, multicolonieritals will not occur, if the tolerance value is < 0.10, multicolonieritals will not occur. Through the results of the Multicollinearity Test in this questionnaire, the following are obtained.

Table 6.

Multicollinearity Test

Coefficients[a]			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Organizational Culture	.627	1.594
	Organizational behavior	.627	1.594
a. Dependent Variable: Kinerja			

Source: SPSS 25 output processed, 2022

Table 7.

Multicollinearity Test Results

Variable	Tolerance Value	VIF Value	Information
Culture organization and Performance	0,627	1,594	Multicollinearity does not occur
Behavior Organization and Performance	0,627	1,594	Multicollinearity does not occur

Source: SPSS 25 output processed, 2022

Through the above table, it can be concluded that the tolerance value between organizational culture variables and performance variables is 0.627 > 0.10e and the VIF value is 1.594 < 10, so it can be said that there is no multicollinearity. Meanwhile, the significance value between organizational behavior variables and performance variables is 0.627 > 0.10e and the VIF value is 1.594 < 10, so it can be said that multicollinearity does not occur.

3. Heteroscedasticity Test

Heteroscedasticity test means that there are unequal variants of variables in a regression model, Ghozalli (2017:85). The Heteroscedasticity Test is used to test whether heteroscedasticity occurs or not, seen from the value of the Spearman Rank correlation coefficient between each independent variable and the confounding variables. If the probability value (sig) is > 0.05 then heteroscedasticity does not occur. The results of the Heteroscedasticity Test from this questionnaire are as follows:

Table 8.

Heteroscedasticity Test

Coefficients^a					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	-2.589	2.417		-1.071	.291
Culture Organization	.161	.101	.318	1.601	.118

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Behavior Organization	-.026	.100	-.052	-.263	.794
a. Dependent Variable: ABS_RES					

Source: SPSS 25 output processed, 2022

Table 9.

Heteroscedasticity Test Results

Variable	Significant Value	Information
Organizational Culture on Performance	0,118	Not happening heteroscedasticity
Organizational behavior on Performance	0,794	Not happening heteroscedasticity

Source: SPSS 25 output processed, 2022

From the table above, it can be concluded that the significance value of organizational culture on performance is 0.118 > 0.05, so it can be calculated that heteroscedasticity does not occur, while the significance value of organizational behavior on performance is 0.794 > 0.05, so it can be said that heteroscedasticity does not occur.

a. Path Analysis

Path analysis is an analytical technique used to analyze the internal cause and effect relationship between variables that have been arranged in a temporary order using the path coefficient as a value to determine the magnitude of the influence of the exogenous independent variable on the endogeneous dependent variable. According to Ghozali (2018: 245), path analysis is an extension of multiple linear analysis or path analysis, referred to as regression analysis to estimate the quality relationship between previously determined variables. The following are the results of the path analysis in this research. Through the table above, it can be seen that the unstandardized coefficients beta value of the first equation is 0.617, which is the value of the path or path p2 (X to Z). The value of $e1 = \sqrt{1 - 0.373} = 0.7918$.

In the table above it can be seen that the significance value is 0.000 <0.05. So it can be said that the organizational culture variable and the organizational behavior variable are significant. To find out whether or not there is an influence of organizational culture on organizational behavior, the t test is used. The conditions for making this test decision are as follows:

a. If the sig value < 0.025 or t count > t table then there is an influence of organizational culture on performance.

b. If the sig value is > 0.025 or t count < t table then there is no influence of organizational culture on performance.

Before analyzing the t test, you need to know the t table value first. The t table value can be calculated using the following formula:

t table = t (a/2 : n-k-1)

t table = t (0,05/2 : 40-1-1)

t table = t (0,025 : 38)

t table = 2,024

From the analysis above, it can be seen that t count > t table, namely 4.753 > 2.024, so it can be concluded that H1 is accepted. This shows that there is an influence between organizational culture on organizational behavior.

From the study above it can be seen that the unstandardized beta coefficients values for the second and second equations are 0.290 and 0.325, where 0.290 is the value of the path or path p1 (X to Y), and 0.325 is the path or path p3 (Z to Y). The value of $e2 = \sqrt{1 - 0.348} = 0.8074$.

In the study above it can be seen that the significance value of X to Y is equal to 0.075 > 0.05, so it can be said that the organizational culture variable on performance is not significant. Meanwhile, the significance value of Z to Y is 0.044 <0.05, so it can be said that the organizational behavior variable on the performance variable is significant. To find out whether or not there is an influence of organizational culture on performance and organizational behavior on performance, the t test is used. The conditions for making this test decision are as follows:

a) If the sig value < 0.025 or t count > t table then there is an influence of organizational culture on organizational behavior or performance on organizational behavior.

b) If the sig value is > 0.025 or t count < t table then there is no influence of organizational culture on organizational behavior or performance on organizational behavior.

From the analysis above, it can be seen that the organizational culture variable on the performance variable has t count < t table, namely 1.835 < 2.024, so it can be concluded that H2 is rejected. This shows that there is no influence between organizational culture on performance. Meanwhile, the organizational behavior variable on performance has t count > t table, namely 2.080 > 2.024, so it can be concluded that H3 is accepted. This shows that there is an influence between organizational behavior on performance.

Next, to determine the influence of organizational culture through organizational behavior on performance, use the Sobel Test. But before that, you need to know the direct influence, indirect influence and total influence. The magnitude of the direct influence that organizational culture has on performance is 0.290. The magnitude of the indirect influence of organizational culture through organizational behavior on performance is the multiplication of the beta value, namely 0.617 X 0.325 = 0.20052. The total influence obtained from direct influence + indirect influence is 0.290 + 0.20052 = 0.49052.

CONCLUSIONS AND RECOMMENDATIONS

The conclusions of this research are :

1) According to tests that have been carried out on organizational behavior,
2) According to tests that have been carried out, it is indicated that there is no significant influence or significance of organizational culture on performance,
3) According to tests that have been carried out, it has been shown that there is an influence of organizational behavior on performance.
4) According to the tests that have been carried out, it is stated that there is no influence and significance between organizational culture through organizational behavior on performance.

Suggestions from this research are as follows:

For the Yogyakarta Cooperatives and SMEs Department, it is hoped that the results of this research can be used as input and consideration for the Yogyakarta Cooperatives and SMEs Department to be able to further optimize the existing organizational culture, in order to further increase harmony and comfort in the work environment, so that it can have a positive impact and influence on employee performance. By improving the signal organizational culture, employees will provide good performance, besides that, organizational behavior will also become more positive and positive. One way is to listen to input from employees so that later it becomes one of the easiest ways to improve existing organizational culture or eliminate organizational culture that may be less profitable or tend to be detrimental. For future researchers, it is hoped that the results of this research can become a reference for future researchers so that they can help in future research that takes almost the same title. The researcher also hopes that future researchers can further expand the scope of research with this title with a larger population or with more reliable sources, so that this research can continue to be developed in the future and can be useful for anyone who needs it.

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