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COOPERATIVES'
PERFORMANCE IN EAST JAVA

THE IMPACT OF COLLECTIVE AMBITION, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND THE WOMEN'S COOPERATIVES' PERFORMANCE IN EAST JAVA INDONESIA

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ABSTRACT

The purpose of this research is to analyse the effect of the collective ambition, organizational culture and organizational commitment on Organizational Citizenship Behavior (OCB) and Performance of women's cooperatives in East Java, Indonesia. The population consists of all the women cooperative managers who are members of Puskowanjati (East Java Women's Cooperative Asosiation). The sample was 150 respondents from 42 women's cooperatives institutions and committees spreading throughout 20 districts in East Java, Indonesia. The data were analyzed by using Structural Equation Modeling with the measurement model and structural model. This study proves that collective ambition and organizational commitment have significant effect on Organizational Citizenship Behavior. The Organizational Culture has no significant effect on OCB but the Collective Ambition, Organizational Culture, Organizational Commitment and Organizational Citizenship Behavior have significant effect on the performance.

Keywords: Collective Ambition, Organizational Culture, Organizational Commitment, Organizational Citizenship Behavior and Performance

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1. INTRODUCTION

Cooperative is an organization that has purpose to search, find, and take advantage of the opportunity to develop the business. Although each cooperative has a purpose to fulfill and serve the needs of their members, they must also be able to have an entrepreneurial function. Women cooperatives is an organization managed by women and all the members are also womans,. Their presence in East Java, Indonesia is expected to meet the members' social needs, improve their welfare and the surrounding community through the empowerment of women for improving their small businesses. According to Diharto et al. (2018), the development of women entrepreneurs is part of empowering women. It can improve their business, in which, one of the cooperatives' roles is to empower women to be productive. A Successful cooperatives are usually led by managers who are agile, energetic, and intelligent for finding business opportunities in order to grow their business, and have a broad perspective.

Each organization always tries to improve their performance, hoping that they can achieve their company's goal. In addition, business organizations can succeed by having a Collective Ambition. This ambition is related to the way how leaders behave, what the employees think of the organization, why they are in the organization, how they will work together to achieve their shared ambitions within the organization and how their brand promises are aligned with the company's core values (Ready & Truelove, 2011). In addition, it should be further highlighted for integrating Collective Ambition with coherent organizational culture to ensure survival or to gain more competitive benefits..

Organizational culture is defined as a culture created by the leadership of the organization, based on the values, norms and management styles of the founder or management within the organization (Sun, 2008). To achieve a strong culture, leaders must pay attention to the development of culture within their organizations, because culture can be used as a competitive advantage in organizational development, and a strong culture is a belief and values that every member in the organization understands and recognizes. According to Sun (2008), organizational culture can also offer many advantages such as cooperation, communication, commitment, and even evaluation. Furthermore, organizational culture needs to evolve as a result of some recent developments.

It is assumed that organizational culture has a impact on the organizational performance. If the employees have high commitment, have norms, and recognize the values prevailing in the organization, they can improve their performance as a manifestation in achieve the overall organizational goals (Sahzad, Luqman, Khan, & Shabbir, 2012). Organizational culture consists of innovation, risk taking, attention to detail, result orientation, individual, and team orientation, aggressiveness, and stability prevailing within the organization, and its significantly effect on organizational performance in cooperative institutions (Samad, 2011)

In relation to the employees' performance, human resources have a very important role in the success of the organization. Therefore, every member of the organization is expected to

follow the changes continuously in accordance with the demands of external environment. This effort can be done through the process of cultural formation that can improve each member's ability and willingness in the organization. Thus every employee is required to behave in accordance with organizational culture and integrate it to build commitment to the organization. (Ulrich, 1998). In addition, job satisfaction, personality and professionalism only affect OCB-O, but organizational commitment has an influence on Organizational Citizenship Behavior (OCB). (Mohsen & Corresponding 2011)

Compared to the previous studies, the researchers in this study find it different because the women's cooperative has their boards and members in which all are women. Therefore, this study has different characteristics since cooperatives are managed by the women and they are committed to fulfilling the members' welfare. Moreover, this study focuses on observing the Women's Cooperative where all members and administrators have been declared as successful in empowering and developing the women's prosperity. This study attempts to analyze the effect of Collective Ambition, Organizational Culture, and Organizational Commitment on the Organizational Citizenship Behavior and Managerial Performance of Women's Cooperatives' in East Java, Indonesia.

2. REVIEW OF LITERATURE AND HYPOTHESIS

2.1. Collective Ambition

Basically, the concept of collective ambition has been found after a few decades of observation, by learning what makes a company better, more sustainable, and profitable. This is done by involving employees and other stakeholders. However, many organizations deal with employees and stakeholders in too narrow ways in which employees are only engaged in their work and they do not create collective collaboration and build joint capacity to achieve the company's goals for future success.

The heart of the collective ambitions of an organization is the goal. In addition, the objectives are fundamental in determining the vision, strategy, brand, values, and behaviors of the leader to be mapped. The organization must define its goals clearly and communicate it to all members within the organization. For example, the organizations established goals to provide a very pleasant entertainment or banking services as the main purpose. The purpose of this organization should be an authentic representation of why the organization exists. (Ready & Truelove, 2011). The research done is about the case in Standard Chartered Bank and Four Seasons Hotel, which integrated and committed to the core market in Asia and Africa that suffered losses in the market during the financial crisis. But, in this study, the implementation of collective ambition is not only integrated with the shareholders parties and customers, but also with the employees.

Ready & Truelove, (2011) conducted a study to find collective ambition theory for three years in 45 companies worldwide that use conventional management. The results have identified the seven elements collective ambition in the organization such as Purpose, Vision, Targets and benchmarks, Strategic and operational priorities, Brand Promise (Moto), Organizational commitment, Core Values, and Leaders' Behavior. All these elements are used as indicators of collective ambition in this study although it was conducted on cooperative organizations that have different objectives. They do not focus only on benefit, but also their members' welfare. In addition, the combination between collective ambition and other variables in organizational behavior such as organizational culture, organizational citizenship behaviour, also makes this research different from that by Ready and Truelove. The following are the hypotheses to be stated.

H1 : Collective ambition significantly affects on organizational citizenship behavior

H2 : Collective abition significantly affect organizational performance

2.2. Organization Culture

Organizational culture is the norms and values agreed by all members of the organization in dealing with issues related to external adaptation and internal integration. The values that are shaped as organizational culture are those that are considered good and valid so that these values must be agreed by all members of the organization and taught to new members within the organization as an appropriate way to understand, and integrate itself within the organization (Cui & Hu, 2012). In addition, organizational culture needs to be developed into a strong culture for facing the uncertainty in the organization. The higher the uncertainty and the organization can overcome, they can also improve their organizational performance. This requires the strength of the leadership and employees (Mashal & Shafiq, 2014). This means that when employees in the organization are faced with external problem such as for adaptation and there are rules and norms they have to use for solving the problem. By doing so, they can easily achieve their best performance.

The organizational culture has an effect on the achievement of organizational performance. This is due to the fact that organizational culture has a significant effect on employees' performance. The different levels of knowledge and employees's background can result in different work abilities" (Tseng & Fan, 2011). According to Rashid, Sambasivan, & Johari, (2003) "Strong organizational culture will provide superior performance". For that reason, culture affects the organizational performance whose organizational culture that can improve the achievement of the overall objectives of the organization (Shahzad et al., 2012).

The above argument is supported by Ebrahimpour, Zahed, Khaleghkhah, & Sepehri (2011) stating that organizational culture has an effect on organizational citizenship behavior (OCB). Organizational Culture with two dimensions which are behavioral and structural factors has significant impact on OCB, and all those dimensions significant related to the dimensions of OCB (Mohanty & Rath, 2012). Organizational Culture have a significant relation on Organizational Citizenship Behavior (Serpian, Bambang, & Nayati, 2016)

The results of empirical research above is the existing organizational culture in the company with indicators in accordance with the culture in the company. However, in this study, the organizational culture is that for the women's cooperatives that have different cultural dimensions in this company. The aims of Cooperatives in Indonesia is to advance the welfare of members in particular and society in general and participate build the national economy in order realizing a society that is advanced, fair, and prosper based on Pancasila (foundational philosophical of Indonesia) and Law Basic 1945. (Law of the Republic of Indonesia) About Cooperatives Number 25 Year 1992: Article 3).

Based on the review of literatur above, the culture dimensions in this research are as follows: be responsible to the people who work in it, always keep the norm of togetherness and kinship by not excluding professionalism of work; always uphold the values of honesty in carrying out every organizational activity; always run the code of ethics that has been established; have the awareness about its employees welfare; each manager believes that the existing business unit has an important role for the advancement of the cooperative; Always improve the service quality to the members of cooperation; and administrators have a high work ethic to achieve the vision and mission of the organization. Therefore, hypotheses can be stated as the following.

H3 : Organizational culture significantly affects organizational citizenship behavior

H4 : Organizational culture significantly affects organizational performance

2.3. Organizational Commitment

Organizational commitment is “a psychological condition that shows relationships between employees and their organizations. The implication of this organizational commitment is that an employee has a strong emotional connection as a member of the organization” (Rashid et al., 2003). Commitment has important implication in the success of the organization. Some of these factors can be linked together (Abdul Rashid et al., 2003). Many studies claim that organizational commitment has a positive relationship with the employee performance (Riaz, Scholar, Scholar, Jam, & Ramay, 2010; Samad, 2011). Committed employees will have norms and uphold the values that exist within the organization, and they can improve higher performance to achieve the goals of the Organization (Shahzad, 2012)

Zayas-Ortiz, Rosario, Marquez, & Colón Grufeiro, (2015) in their research mentions that Organizational commitment has significant impact on organizational citizenship behavior. This is indicated by the dimensions which are civic virtue, courtesy and altruism and the affective and moral commitment had the strongest correlation on civic virtue dimension of OCB. It is also supported by the study of Devece, Palacios-Marqués, & Pilar Alguacil (2016) arguing that the dimension of commitment organization has an effects on employee behavior.

The organizational commitment as a relative strength of an individual identification with and individual involvement in an organization, while the indicator of organizational commitment consists of 5 indicators such as e Attendance; Intention to remain; Job Involvement; Job Effort; and Retention (Steers, 1977) , this theory is used because it is considered to be the most appropriate measurement if implemented on the management of Women's Cooperative in East Java. Thus, the hypotheses can be stated as follows:

H5: Organizational comitment significantly affects organizational citizenship behavior

H6 : Organizational comitment significantly affects performance

2.4. Organizational Citizenship Behavior (OCB)

Bhatla (2017) defined that “Organizational Citizenship Behavior (OCB) is an individual behavior that benefits the organization, employees strive to achieve organizational goals and are not directly recognized by the formal reward system”. In addition OCB as a discretionary individual behavior, which is not directly and explicitly appreciated by formal reward systems. OCB, in overall, encourages the effectiveness of organizational (Organ, McFall, Schneider, & Smith, 2004). It is free and voluntarily, since such conduct is not required in the duties, functions and roles or job descriptions, which is not contained in the employment contract, but that behavior as a personal choice of employees (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organizational Citizenship Behavior is also defined as extra behavior performed by employees in performing tasks at work outside of their regular duties as employees (Devece et al. (2016).

For example, the study of Martinez & Tindale (2015) on organizational citizenship behavior was measured by helping the civic virtue, sportsmanship due to the historic use of the term “sportsmanship”. This is indicated that helping behavior was the strongest organizational citizenship behavior predictor of performance, moreover the research finding of Podsakoff & MacKenzie (1997) states that OCB has an important role in organizational effectiveness, although helpful behavior tends to have a more systematic effect than sportsmanship or citizenship virtue. This is also supported by Anisa (2012) research using three dimensions of

organizational commitment ie normative commitment, and ongoing commitment has a significant impact on OCB, whereas affective commitment has no significant effect on OCB.

Adianita, Mujanah, & Candraningrat (2017) on their study stated that OCB has a significant effect on performance of the employees, it is in accordance with organ theory that OCB can influence organizational performance in terms of Encourage productivity improvement of managers and employees, further improve the organizational ability to maintain qualified employees throught job environment more enjoyable place to work, improving the the organization's performance by reducing the diversity of performance variations of individual organizational units, increasing the organization's ability to adapt on environmental changes

Bhatla, (2017) on his research stated that Organizational Citizenship Behavior (OCB) used the model of Podsakoff, with five-dimensional, and the result stated that the conscientiousness is present to a greatest degree in the employees of banking sector. While the sportsmanship behavior is present to the least degree in the employees of banking sector. This study has provided insights on the effect of altruism, courtesy, sportsmanship and civic virtue on employee performance conducted at the Cooperative organization. Thus, OCB is a factor that is needed in the cooperative organization considering the purpose of the cooperative is from members to members, so as a cooperative management must be dedicated to behave OCB. Based on the argument above, the hypothesis can be stated as follows:

H7: Organizational citizenship behavior significantly affects performance

2.5. Organizational Performance

Performance is the result of work both in quality and quantity that has been achieved by the organization, completion of tasks in accordance with the responsibilities provided by the organization, the work is adjusted to the expected by the organization, through the criteria or standards applicable within the organization. Jenatabadi (2015) defines that "Performance is an evaluation of the constituent's ability to perform the tasks assigned by the company in efficiency, and effectiveness". . Richard, Devinney, Yip, & Johnson (2009) stated that the performance of the organization consists of three areas of the company's work: first, financial performance, return on assets, and return on investment; second, performance is derived from sales of products consisting of sales, market share, and third is the number of shareholders, and economic value added

According to the Regulation of State Minister of Cooperatives and Small and Medium Enterprises Republic of Indonesia No. 14/Per/M.KUKM/XII/2009 that cooperative performance is a condition cooperative health is measured using ratios by assessing aspects capital, quality of productive assets, management, efficiency, liquidity, independen and growth, as well as aspects of the cooperative's identity.

Based on the various theories of performance above, in this study, the researchers use one theory in accordance with the object and the subject of research. This is the Management of Women Cooperative. For the managerial performance attributes, its uses the theory adjusted to the field. For example, the managerial performance is measured from the extent to which the cooperative management reaches the established goals in terms of increasing the number of members. For example, the increase of working capital, the increase of business result, and the increase of the member's welfare.

3. RESEARCH METHOD

The survey on this research was conducted through questionnaire instrument in which the validity and reliability have been tested in advance to the selected respondents. The population is all the female cooperative managers who are the members of Puskowanjati (East Java

Women's Cooperative Center). There are 42 female cooperatives, and the number of administrators of female cooperatives is 161 committees spread in about 20 districts/cities in East Java. The sample was taken by using total population sampling technique that involves the boards as the respondent, but some of the data were unable to analyzed, so the data were successfully analyzed further is 150 respondents.

Data analysis was done by using Structural Equation Modeling consisting of measurement model and structural model through AMOS program (analysis of moment structure) version 18. According Byrne (2016) that "Structural equation modeling (SEM) is a statistical methodology that takes a conformatory (hypothesis-testing) approach to the analysis of structural theory bearing on some phenomenon" further explained that "The term of 'Structural equation modeling conveys two important procedures, the first being the observed causal process is represented by a set of structural equations, and the second is the structural relationship can be drawn into the model to illustrate the theoretical framework of the study more clearly". After the data was analyzed, the verification was also done with the discussion by exploring the findings of the research to confirm the relationship with the previous theory and empirical for the conclusion

8 4. RESULTS AND DISCUSSIONS

4.1. Descriptive Analysis

The result of the descriptive analysis for each variable is shown on Table 1. There are 2 variables that is the response by the respondents as Very High category that is a Collective ambition (4,227) and Organizational Culture (4,363), and 3 variables of the highest response that is Organizational commitment (4,000), OCB (3,979), and the third is the Managerial Performance (3,939). This indicates that among 5 variables, organizational culture has a potent role in the woman cooperatives. It means that organizational culture in women's cooperatives has a very high role for the success of cooperatives.

Table 1: The Result of Descriptive Analysis of Each Variable

Variables	Mean	Category
<i>Collective Ambition</i>	4.227	Very High
Organizational Culture	4,363	Very Strongly high
Organizational Commitment	4,000	High
OCB	3.979	High
Managerial Performance	3.937	High

4.2. Model Measurement Analysis

The results of the data analysis show that the value of estimate or factor loading of each indicator of Collective Ambition, Organizational Culture, Organizational Commitment, OCB and Performance is higher than 0.50 and each indicator gets a value between 0.501 to 0.894. Thus, the indicator of the 5 variables is not dimensionally equal to the other indicator in explaining a latent variables, instead of that the value of Critical Ratio (CR) have greater than 2x standard error (SE) and the probability value of each indicators have smaller than 0.05 or 0,000, so it can be said that all the indicators to build each variable in this study have fulfilled the condition of convergent validity. Once it is known that the model has been shown to be valid then construct reliability calculation is done, where the result shows that Collective

Ambition, Organizational Culture, Organizational Commitment, OCB and Performance can be said Reliable because all variables show value above 0.70.

4.3. Structural Model Analysis

Confirmatory factor analysis was performed by normality test, Outlier Univariate, and Multivariate, as shown in Table 2. For example, the critical ratio skewness value is 7 indicators for Collective ambition variable, Organizational Culture, Organizational Commitment, OCB and Performance showed that the value of critical ratio skewness and kurtosis is at interval -2.58 <CR <2.58.

It can be said that the distribution of the indicators are normally distributed, in addition the results of univariate outlier analysis can be seen from the Z score for all indicators in this study and the result is in the range between -3,00 to 3,000. Thus, it can also be said that the distribution of data on the indicators of all variables in this studied is not indicated any outlier. Yet, the test of Multi-Variate Outlier was done by using Mahalanobis Distance. The result of Mahalanobis is evaluated by using X^2 (chi-square) on the degrees of freedom by the number of indicators used in the structural model, and the results show that the chi-square value obtains a significant level of 0.001 and χ^2 tables (26; 0.001) = 48, 29 so it is known that Multivariate Outlier analysis results do not exceed the value of χ^2 table. None of the indicators in this study is affected by multivariate outliers.

Table 2. Goodness of fit and Value Structural Model

Criteria	Model Test	Cut-Off	Information
χ^2 (Chi Square)	15.969	< χ^2 tabel (29; 0,05) = 42,557	fit
Probabilities	0,785	> 0,05	Fit
Cmin/df	0,551	< 2,00	Fit
Probability	0,785	> 0,05	Fit
GFI	0,945	> 0,90	Fit
AGFI	0,921	> 0,90	Fit
TLI	0,945	> 0,95	Fit
CFI	0,964	> 0,95	Fit
RMSEA	0,073	< 0,08	Fit

The result of good-fit analysis shows that almost all suitability of model gives index according to the recommended (fit). As we can see in table 1 that all criteria in the analysis show larger or smaller according to the requirements. This, it already gets the value in the fit category. Based on the Structural Equation Model in Figure 1 we can see the results of hypothesis testing in Table 2.

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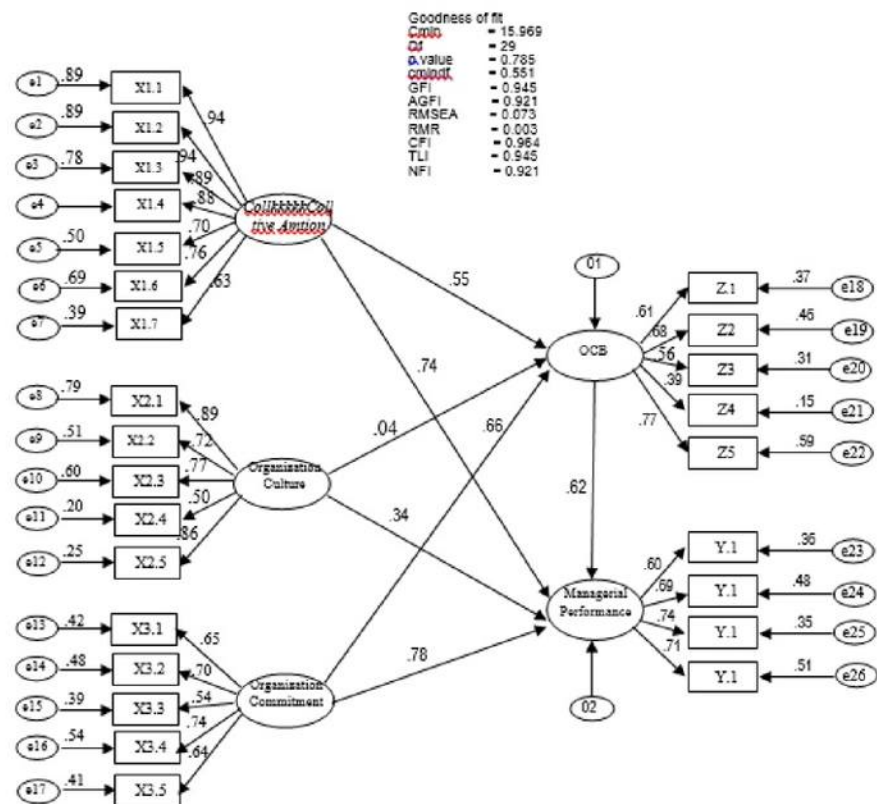


Figure 1 Structural Equation Model

Based on Figure 1 above which shows the results of Structure Equation Modelling analysis, it can be presented in table 3 about the relationship between variables to prove the hypothesis that has been formulated.

Table 3. Structural Equation Model Test Result

Hip	Relationship	Coefficient t	C.R.	Prob	Inf.
H ₁	Collective Ambition → OCB	0.552	4.376	0.00	Significant
H ₂	Organization Culture → OCB	0.042	0.414	0.679	Not Significant
H ₃	Organization Commitment → OCB	0.657	4.185	0.00	Significant
H ₄	Collective Ambition → Managerial Performance	0.624	3.315	0.00	Significant
H ₅	Organization Culture → Managerial Performance	0.745	2.661	0.008	Significant
H ₆	Organization Commitment → Managerial Performance	0.342	2.659	0.008	Significant
H ₇	OCB → Managerial Performance	0.784	2.013	0.044	Significant

Table 3 describes the values that can be used to test the hypothesis in this study. It is the value of coefficient Standardized Regression used to determine the effect of variable X to Y. On the other hand, in order to see the significance of the relationship between variables, it can be seen from the value of Critical Ratio that is greater than the Z-score score of 1.96 and the probability value indicates less than 0.05.

As done using AMOS, the result can be seen in Table 3. It is known that Collective ambition have positive and significant effect to OCB. The value of loading shows the number of 0.552 and the critical ratio value of 4.376 is greater than the value of Z of 1.96, this means that the first hypothesis in this study is accepted, the Collective Ambition applied in cooperative organizations in Indonesia, especially female cooperatives can affect the behavior of Organizational Citizenship Behavior (OCB) of the board

The organizational culture has an insignificant effect on OCB. Its shown by the result of Loading value of 0.033 and the critical ratio value of 0.414 smaller than 1.96, and the probability value of significance shows the number of 0.679 or in above 0.05 so its can be said that organizational culture has no significant effect on OCB, this proves that the second hypothesis is rejected.

Organizational commitment has a positive and significant effect on OCB in Women's Cooperative. As indicated by the loading value of 0.393 and the critical ratio value of 4.185, it indicates that the loading value has a larger value than Z-scores or 1.96, as well as the probability number of significance indicates the number 0.00 or below 0.05 so that the third hypothesis is accepted.

Collective Ambition has a positive and significant impact on Performance in East Java Women's Cooperative. This is shown by the value of loading which gets the number of 0.773 and the critical ratio value of 3.315 indicates a larger number of Z-score 1.96, and the number of probability significance indicates the number 0.00 or below 0.05 so that the fourth hypothesis is accepted.

Organizational culture has a positive and significant effect on Performance of Women's Cooperative. This is supported by the loading value shows the number of 0.340 and the critical ratio value of 2.661, its indicates a larger number of Z-score 1.96, and the probability number of significance shows the number 0.08 or below 0.05 so that the fifth hypothesis is accept.

Organizational commitment has a positive and significant impact on Managerial Performance in East Java Women's Cooperative. This is supported by the loading value shows the number of 0.593 and the critical ratio value of 2.659 indicates a larger number of Z-score 1.96, and the probability number of significance shows the number 0.08 or below 0.05 so that the sixth hypothesis is accepted.

Organizational Citizenship Behavior has a positive and significant effect on Managerial Performance of Women's Cooperative. This is supported by the loading value which shows the number of 0.790 and the critical ratio value of 2.013 indicates a larger number of Z-score 1.96, and the probability number of significance shows the number 0.08 or below 0.05 which makes the seventh hypothesis is accepted.

5. DISCUSSION

It shows that the higher collective ambition, the higher the mutual help behavior and sense of belonging. This collective ambition is that owned by each member in the organization in pursuing visions, missions, aims, targets, and strategy while holding fast to the principles that are made together. This is then also followed by the behavior of the women's cooperative

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managers. For that reason, this condition makes them work harder to gain the organization's success.

This result also proves that collective ambition and organizational citizenship behavior in cooperatives are two important independent variables. They are connected to reach a better performance, since with collective ambition all managers as well as members in cooperatives could have the same ambition in setting and achieving the visions, missions, aims, strategies and targets by realizing cooperatives values. In this case, Ready & Truelove (2011) also showed the same in relation to the performance of companies, bankings, hospitals and educational institutions.

Further, organizational culture does not have significant effect on OCB in Women's Cooperative. In connection with this evidence, this study do not support Mohanty & Rath (2012) study that found that organizational culture affects positively on OCB in three organizations which represent economic sector: company, information technology and banking. Neither does this study support the research by Ebrahimpour et al. (2011), Mohanty & Rath (2012), and Serpias et al., (2016) stating that Organizational Culture has a significant effect on OCB. However, this study found that organizational culture has no significant effect on OCB. It is possible because the organizational culture in women cooperative is developed based on existing cooperative principles and values which are togetherness and kindship. The culture and OCB factors are the two factors which must exist but are not necessarily interconnected because they have an equally important position and role in the organization of women's cooperatives, between Culture and OCB is a character that exist in the organization of Women's Cooperative in accordance with the principles cooperatives so that the two variables that must exist although not interrelated.

Organizational commitment has a positive and significant impact on Organizational Citizenship Behavior. Thus, the results of this study support to the results of research that has been done by Abdul Rashid et al., (2003), Sambung (2012), Zayas-Ortiz et al. (2015), Devece et al. (2016), and Mohsen & Corresponding (2011) that organizational commitment has impact to the organizational citizenship behavior (OCB), this happen because with the commitment will make the behavior of cooperative management more social behavior and always help each others for the realization of mission and vision desired.

Commitment in this research is a psychological condition of ones with the organization in which they work. By having commitment, ones would take sides with the company and its aims, and also would keep the membership they have in the organization. In fact, having commitment would directly improves ones' *Organizational Citizenship Behavior* (OCB), a positive constructive social behavior which means to help other members to reach the aims set. This means, to be the managers of Women's Cooperative, ones should have commitment for the organization. Since with commitments, the managers will behave more socially and will always help others in order to realize the desired vision and mission.

The results of this study indicate that the greater Collective ambition of the person, the greater their performance is. The results support the research that has been done by Ready & Truelove (2011). Collective ambition by harnessing the power of collective ambition is not easy, but if an organization is committed together with the commitment of all leaders to ensure that they have the right human resources with appropriate skills and cultures appropriate for carrying out collective ambitions it can increase company's performance.

The Organizational culture has impact on Performance of Women's Cooperative. This means that this study support the research by Shahzad et al. (2012), Tseng & Fan (2011), Abdul Rashid et al. (2003), (Wardani, Mukzam, & Mayowan, 2016) and the study of Shahzad (2012)

that Culture has a profound impact on organizational performance, and organizational culture has improve performance to achieve the overall objectives of the organization.

In this research, the indicator for organizational culture is adjusted to the condition of Women's Cooperative in Indonesia. Thus, the indicators include Trust and Responsibility; openness, togetherness and kinship which are done professionally; concern for the welfare of members; and work ethic of the managers. Women's Cooperative Culture containing those five main cultural values becomes a powerful culture which could improve the performance of the organization and also becomes normative culture. It is expected that through those values, the whole board of managers and members of Women's Cooperative could unify their mindset in running the organization, which would eventually affect the performance achievement of the organization.

Organizational commitment has a significant impact on Managerial Performance, that means that this study supports the result of the study of Riaz et al. (2010) that there was a positive relationship between organizational commitment and employee performance, support by Samad (2011), Shahzad et al. (2012), Sambung (2012), Williams & Anderson (1991), Zayas-Ortiz et al. (2015), and Devece et al. (2016). This means that managers' Organizational Commitment is crucial in increasing their performance who should always provide the best service for their members to improve the member welfare. Thus, as the managers of Women's Cooperative, ones must be punctual, be committed in doing the responsibilities, feel emotionally bound with the institution, strive to continue to achieve organizational success, concentrate and committed to improve the organization's ability. Therefore, the managerial performance in improving the business, capital, profits and number of member and also member welfare will increase.

OCB has a significant effect on Managerial Performance. This means that this study supports several research results that include: research of Bhatla (2017), Martinez & Tindale (2015), Podsakoff et al. (2000), Mohamed & Anisa (2012). It is stated that there is a relationship between overall dimensions in OCB and performance. Organizational Citizenship Behavior (OCB) is a voluntary behavior, not a forced action on the things that prioritize the interests of the organization individual behavior as a form of performance based satisfaction. OCB is neither formally governed nor directly related to the reward system. It is an extra-role behavior that employees do not expect reward in the form of money. In addition OCB is in accordance with the values that must be applied in the cooperative organization. It is the value of mutual cooperation to be done by cooperative management, for that OCB has an important role in achievement of managerial performance in Cooperative organization, especially Women's Cooperative in East Java, Indonesia.

6. CONCLUSIONS

Collective ambition is the ambition of cooperative institution to achieve the 7 dimensions of the collective ambition such as vision, mission, goals, targets, priorities, organizational values and good behavior. All these can affect increase of organizational citizenship behavior (ocb) and managerial performance in cooperatives women of east java. Organizational culture has no significant effect on ocb but both can improve managerial performance of women's cooperative in east java. Furthermore, organizational commitment has significant effect on ocb and managerial performance of women cooperatives. Therefore, collective ambition, organizational culture, and organizational commitment have greater effect on managerial performance than the collective ambition, organizational culture, and organizational commitment on ocb.

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It can be implied that the managers of woman cooperative need to actively improve collective ambition, organizational commitments and organizational citizenship behavior if they want to achieve a higher level of performance. Therefore, as the managers of the cooperative, they should also formulate and achieve the various aspects such as vision, mission, goals, targets, priorities, brand promise, and the core values. Besides that, a good leader behavior is required by integrating it into the culture and commitment for every member in the organization to achieve the welfare of cooperative's members. Furthermore, women's cooperatives consist of various levels of growth and development. It is necessary to do further study by using the appropriate factors which can play the potent role in the development of women's cooperatives in East Java, Indonesia.

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