



## The Influence of Good Cooperative Governance and Cooperative Management on Cooperative Performance Through Work Motivation of Women's Cooperatives in East Java

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### Abstract

**Introduction/Main Objectives:** This research aims to develop a model to assess how cooperative management and effective cooperative governance affect cooperative performance in Indonesia through employee motivation.

**Background Problems:** The study's findings indicate that women's cooperatives in East Java have been actively organized through effective cooperative governance and administration.

**Research Methods:** Utilizing a quantitative causal research design, the methodology describes the cause-and-effect relationship (comparative), presents a research hypothesis validated by statistical methods, and explains each variable under investigation (exploratory research).

**Finding/Results:** Member motivation, influenced by both extrinsic and intrinsic factors, also affects cooperative performance—the impact of collaborative management and good cooperative governance practices on women's cooperatives in East Java.

**Conclusion:** This research shows that good cooperative governance is an important consideration when improving cooperative performance.

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**Keywords:** Cooperative Management; Good Cooperative Governance; Cooperative Performance; Employee Motivation; Women's Cooperatives



## Introduction

As the outcome of all organizational activities, organizational performance is significant because it can be used to assess the degree of organizational competence and the effectiveness of the organization's work processes, including whether they meet expectations (Mora & Widarni, 2021). According to (Barauskaite & Streimikiene, 2021), organizational performance is an organization's ability to effectively address each group's demands while pursuing goals to enhance organizational capabilities in an environmentally friendly way. According to (Gibson et al., 1997) performance theory, three variables affect how people behave and perform at work: individual variables, such as background and skills, and demographics. Psychological variables include perception, attitude, personality, learning, and motivation; organizational variables include resources, leadership, remuneration (financial and non-financial), job structure, and design (Kumar & Mukhopadhyay, 2020). Performance is the outcome of a well-done job, measured by the quantity and quality of work completed in fulfilling the duties and obligations assigned. According to (Riyanto et al., 2021), human resources are responsible for carrying out an organization's work to fulfill its goals. An individual's personal ability determines their performance. Everybody performs tasks at varying levels of skill. According to (Reza Putra & Gupron, 2020), performance may also be defined as the outcomes attained at the end of an individual's efforts, gained with skill and conduct under certain conditions. Numerous elements, such as work teams, organizational culture, and strategies, impact an organization's performance. Thus, hiring qualified candidates to fill positions as administrators and members, developing staff, offering competitive pay, and assessing organizational performance are all crucial components of a successful organization. Leadership elements include having a clear vision from a leader, supporting change for the better, and assisting staff in developing organizational competence (Widarni & Bawono, 2022). The positive behaviour of administrators and members in improving cooperative performance depends on motivating and encouraging them to fulfil their work and obligations (Newman & Ford, 2021). Two factors may influence performance satisfaction: the task completed and the personnel. Employee-generated factors include intellect, unique dexterity, age, gender, health, educational background, prior employment, job experience, uniqueness, emotional intelligence, work attitude, thinking style, and perception. Workplace-related factors include supervision, status, financial stability, social contact, career advancement, and work connections (Dziuba et al., 2020). The following factors can have an impact on an organization's performance: first, personal or individual factors, such as knowledge, skills, abilities, motivation, and commitment possessed by individuals; second, leadership factors, such as the managers' and team leaders' ability to provide encouragement, enthusiasm, direction, and support; third, team factors, such as the level of support and enthusiasm provided by teammates in a team, mutual trust, cohesion, and closeness within the team; and fourth, contextual factors (situational), such as pressure and changes in the internal and external environment (Kurdi et al., 2020). The term "management function" refers to a management activity that involves improving human resources in line with the established procedures, evaluating them for development, and making adjustments as needed to enable them to provide performance feedback that the company and individual employees can accept. The people who lead an organization significantly influence how it develops.

The phrase "management function" describes a management task that includes developing human resources by the approved procedure system, assessing them for growth, and making necessary modifications to allow them to provide performance feedback that both the organization and specific employees can accept. The individuals who head an organization substantially affect how it evolves. Cooperative performance can be assessed from quantitative and qualitative aspects, such as growth in assets, capital, turnover, profit, savings, loans, members, and cooperative partners, as well as product quality, services, satisfaction, loyalty, and participation of cooperative members and partners (Chungyas & Trinidad, 2022). Women's Cooperatives are cooperatives whose members and administrators are women with

shared interests, needs, and aspirations in the economic, social, and cultural fields. Women's Cooperatives have the potential to empower women in the economy, foster entrepreneurship, increase independence, and improve the quality of life of women(Aju & Adeosun, 2021). According to data from the Central Statistics Agency, there were 127,846 active cooperative units in Indonesia in 2021, with a business volume of IDR 182.35 trillion; this figure increased by 0.56 per cent compared to the previous year, when there were 127,124 active cooperative units. The most significant number of active cooperatives is in East Java, with 22,845 units, followed by Central Java with 15,621 units and West Java with 10,270 units. In East Java, active women's cooperatives from 2020 to 2021 amounted to forty-five per cent (45%) of the 127,124 active cooperative units (Badan Pusat Statistik, 2022).

Motivation is a function of activities closely related to the human element, and it is often said that the problem of motivation is a human problem in management. People's desire to grow their behaviour patterns can be described as an effort to fulfil their needs as well as possible, which leads to the behaviour in question(Reiman et al., 2021). Motivation is the will to work hard in order to accomplish a task. Stated differently, the success or failure of an organization's desired accomplishments can be determined by the attitudes of its management and members. In Herzberg's two-factor theory, job satisfaction stems from intrinsic factors, and job dissatisfaction stems from the absence of extrinsic/maintenance factors(Ardiyasa, 2020). The little attention a leader pays can also motivate managers and members to improve their performance over time, ultimately affecting the cooperative's performance (Paais & Pattiruhu, 2020). Work motivation is a psychological drive that compels someone to perform their job as well as possible in line with desired goals and expectations. Work motivation is influenced by internal and external factors, such as needs, interests, talents, abilities, rewards, recognition, incentives, environment, culture, and leadership (Muryani et al., 2022). Cooperative management can increase work motivation by providing optimal resources, arranging fair allocation and distribution, and providing effective direction and guidance (Basalamah & As'ad, 2021; Yu et al., 2020). The state or energy known as motivation propels managers and team members to focus on accomplishing the objectives of the cooperative organization. Managers' desire to perform to the best of their abilities is strengthened by their positive attitudes toward their work environment (Sitopu et al., 2021).

A cooperative can be managed effectively, openly, responsibly, and in compliance with the law and ethical standards if it follows a set of guidelines, rules, and procedures known as "good cooperative governance." The main objective of Good Cooperative Governance is to create long-term value for cooperative members and other related parties while ensuring that cooperatives operate with attention to the interests of all stakeholders (Sunaryo et al., 2023). Good Cooperative Governance is a relevant theory for analyzing cooperatives in Indonesia. This theory emphasizes the importance of cooperative values as a philosophical and ethical foundation that inspires and directs the behaviour of cooperative members and managers. Cooperative values also differentiate cooperatives from other business organizations, which tend to be profit-oriented and competitive (Sacchetti & Tortia, 2021). Good Cooperative Governance is a cooperative management system based on principles and values prioritizing transparency, accountability, responsibility, independence, and fairness. Good Cooperative Governance aims to improve cooperative performance, create public trust, and realize the welfare of cooperative members and partners (Nufus et al., 2020).

Cooperative management is a science that studies how to manage cooperatives, namely, business organizations owned and run by their members, to improve mutual welfare. Cooperative management theory encompasses various aspects, including its definition, functions, principles, processes, and types (Kalogiannidis, 2020). Cooperative management is intended to ensure that the resources owned by the cooperative, both human resources, natural resources, and financial resources, are used efficiently and effectively (Kondratyev et al., 2020). The principle of cooperative management is a system or an abstract concept that

guides the creation of a practical, durable cooperative. The latest international cooperative principles are open membership, voluntary membership, and good management. The cooperative management process is the stage of cooperative management to achieve organizational goals(Bretos et al., 2020).

Good Cooperative Governance and Cooperative Management significantly influence the performance of women's cooperatives in East Java through work motivation. Good Cooperative Governance can increase work motivation by providing legal certainty, protecting rights, and ensuring equal opportunities for cooperative members and partners (Diah Faza, 2022). Stewardship theory, which emphasizes the role of cooperative managers as responsible and dedicated administrators who maximize the welfare of cooperative members without the need for strict supervisory mechanisms, offers a new perspective on managing organizations and their personnel. This method develops the ideas of unity, cooperation, empowerment, mutual trust, and service (Chindasombatcharoen et al., 2022). By consistently and sustainably applying cooperative management and sound cooperative governance, women's cooperatives in East Java can function more effectively (Febriani, 2021). This study examines how cooperative management and good cooperative governance affect cooperative performance by examining each member's motivation for their job.

## Research Methods

This paper explores the cause-and-effect connection via a quantitative causality method. The researcher's questionnaire, used to gather data for the study, focused on women's cooperatives in East Java with over 10,000 members. To obtain a sample of 172 respondents, the study used simple random sampling. The elements considered are cooperative performance, work motivation, cooperative management, and good cooperative governance. Furthermore, we use SEM analysis techniques to explain the influence of research variables.

**Table 1. Variable Description**

Variable	Description	Source	Unit Analysis
Good Cooperative Governance	Good Cooperative Governance prioritizes excellent service, network development, internal control, and cooperative insurance guarantee programs.	Questionnaire	Points
Cooperative Management	This variable explains managing resources and operations in a cooperative to achieve organizational goals effectively.	Questionnaire	Points
Work Motivation	This variable explains the drive or strength that arises from within or outside a person to achieve the organization's goals.	Questionnaire	Points
Cooperative Performance	This variable explains the work results achieved to carry out obligations towards the growth and development of the cooperative	Questionnaire	Points

With formula:

## Information :

$Y_1$  = Work motivation,  $Y_2$  = Cooperative Performance,  $X_1$  = Good Cooperative Governance,  $X_2$  = Cooperative Management,  $b$  = Coefficient,  $e$  = error.

SEM is a multivariate study method developed to address the shortcomings of other methods used globally in statistical research. Additional formats include route analysis, confirmatory

factor analysis, and regression analysis (Hox & Brecher, 1998). Systematically, the hypothesis of this study is :

<b><math>H_0 : \alpha = 0</math></b> .....	<b>2</b>
<b><math>H_1 : \alpha \neq 0</math></b> .....	<b>3</b>

## Result

Since the study's primary data source is a research questionnaire, validity and reliability testing are necessary. Based on the provided questions, the validity tests for all of the study's variables are valid. Table 2 below explains testing for validity and reliability:

**Table 2. Validity and Reliability Test**

No	Items and Indicators	Correlation Coefficient	Probability	Results
Intrinsic (Y1.1)				
1	Y1.1.1	0,409	0,000	Valid
2	Y1.1.2	0,457	0,000	Valid
3	Y1.1.3	0,399	0,000	Valid
4	Y1.1.4	0,509	0,000	Valid
Extrinsic (Y1.2)				
5	Y1.2.1	0,463	0,000	Valid
6	Y1.2.2	0,359	0,000	Valid
7	Y1.2.3	0,343	0,000	Valid
8	Y1.2.4	0,388	0,000	Valid
9	Y1.2.5	0,708	0,000	Valid

Table 2 above clarifies that the study's data have been deemed genuine. The following procedure is a normality test to determine whether the data are typically distributed in multivariate form. The data is considered normal if the multivariate critical ratio value falls between -2.58 and 2.58. Table 3 below explains the normalcy test:

**Table 3. Normality Test**

Variables	min	max	skew	c.r.	kurtosis	c.r.
Y12	3,000	5,000	-,125	-,670	-,479	-1,283
Y11	3,000	5,000	,109	,585	,794	2,126
Y24	3,000	5,000	-,038	-,202	-1,676	-1,487
Y23	2,000	5,000	-,653	-1,496	1,741	1,660
Y22	2,000	5,000	-,633	-1,390	,551	1,474
Y21	2,000	5,000	-,495	-2,050	,465	1,245
X21	2,000	5,000	-,253	-1,356	,477	1,277
X22	2,000	5,000	-,195	-1,044	,693	1,855
X23	2,000	5,000	-,255	-1,364	,414	1,107
X11	2,000	5,000	-,168	-,902	-,486	-1,302
X12	3,000	5,000	-,103	-,552	-,575	-1,539
X13	3,000	5,000	-,128	-,684	-,811	-2,171
X14	2,000	5,000	-,294	-1,575	-,357	-,955
<b>Multivariate</b>					9,368	1,671

It is known that all study variables are typically normally distributed, as indicated by the normality test results in Table 3 above. Furthermore, outlier testing is performed, and the results are used to detect extreme values in the research data. The calculated Chi-Square value can detect extreme data by comparing the Mahalanobis distance with it. There are no

extreme observation data or outliers if the computed Chi-Square value is larger than the Malanalobis distance value of 99.607 (at an error rate of 0.001; DF = 60). Table 4 below explains outlier testing:

**Table 4. Outlier Test**

Observation number	Mahalanobis d-squared	p1	p2
71	49,053	,000	,001
31	44,356	,000	,000
145	44,356	,000	,000
102	43,522	,000	,000
100	41,211	,000	,000
:	:	:	:
:	:	:	:
76	8,352	,820	1,000
28	8,170	,832	1,000
148	7,963	,846	1,000
137	7,803	,856	1,000

It is evident from Table 4 above that the observation data in this study did not exhibit any outlier symptoms based on the outlier test. Additionally, the assessment of this construct model seeks to determine the degree to which the study indicators support the measured latent variables.

## Discussion

The factor loadings of the indicators for each latent variable in this study are calculated using AMOS, as shown in Table 5 below:

**Table 5. Research Indicator Loading Factor Values**

No	Latent Variables	Indicator	Loading Factor	Prob	Results
1.	Good Cooperative Governance (X1)	Accountability (X1.1)	0,89	0,000	Valid
		Transparency (X1.2)	0,91	0,000	Valid
		Responsbility (X1.3)	0,87	0,000	Valid
		Fairness (X1.4)	0,83	0,000	Valid
2.	Cooperative Management (X2)	Coaching (X2.1)	0,95	0,000	Valid
		Capital (X2.2)	0,87	0,000	Valid
		education and training (X2.3)	0,92	0,000	Valid
3.	Work motivation (Y1)	Intrinsic Factors (Y1.1)	0,83	0,000	Valid
		Extrinsic Factors (Y2.1)	0,77	0,000	Valid
4.	Cooperative Performance (Y2)	Productivity Aspects (Y2.1)	0,88	0,000	Valid
		Benefits Aspect (Y2.2)	0,84	0,000	Valid
		Organizational Aspects (Y2.3)	0,96	0,000	Valid
		Management Aspects (Y2.4)	0,89	0,000	Valid

Each indicator of excellent cooperative governance has a factor loading > 0.5 and p < 0.05, indicating that these indicators represent the good cooperative governance variable. These results are based on the loading factor values in Table 5 above. In the factor-loading evaluation, it was found that the transparency and accountability indicators most strongly reflect good cooperative governance. The indicator for the cooperative management variable shows that each indicator has a loading value greater than 0.5 and a p-value less than 0.05, indicating that the three measured parameters accurately represent the cooperative management variable. According to this factor-loading study, cooperative management is reflected in the

most prevalent coa, the actor. The two indicators accurately reflect the work motivation variable, as each shows a factor loading  $> 0.5$  and  $p < 0.05$ . According to the factor loading evaluation, the intrinsic factor more strongly represents work motivation. Thus, through the above test, all indicators of each variable can reflect the variable. The next test is determining the structural model, which will be explained in Table 6 below:

**Table 6. Assessment of the Structural Equation Model's Goodness of Fit**

The goodness of fit indices	Results	Cut-off value	Information
X <sup>2</sup> Chi-Square	61,58	1. Chi-Square	Good
Probability (p)	0,316	$\geq 0,05$	Good
Chi-Square/DF	1,044	$\leq 2,00$	Good
RMSEA	0,016	$\leq 0,08$	Good
GFI	0,998	$\geq 0,95$	Good
TLI	0,948	$\geq 0,090$	Good

The probability and the absolute parameters, or the Chi-Square value and the estimated Chi-square value (61.58) <Chi-Square Table probability threshold of 31.6% is more significant than 5%, are displayed in Table 6 above. GFI, TLI, and RMSEA have met the proposed cut-off values for incremental fit indices. In summary, the structural Equation model has been given the go-ahead to be used in future studies to examine the relationships among the study variables and to support the research hypothesis. Table 7 below explains hypothesis testing:

**Table 7. Hypothesis Testing**

No	Exogenous variables	Endogenous variables	Standardized Coefficient	Prob	Results
1	GCG	KK	0,355	0,000	Significant
2	MK	KK	0,231	0,000	Significant
3	GCG	MKer	0,547	0,000	Significant
4	MK	MKer	0,266	0,004	Significant
5	MKer	KK	0,284	0,003	Significant

Table 7, which shows the results of the hypothesis testing, demonstrates that good cooperative governance significantly affects cooperative performance. With a probability value of 0.000 smaller than 0.05, the coefficient value of the cooperative management variable's influence on cooperative performance is 0.231. Furthermore, the cooperative management variable's impact on work motivation has a coefficient of 0.266 and a p-value of 0.004, both of which are less than 0.05. This number shows that women's cooperatives in East Java are significantly more motivated to work when under cooperative administration. With a p-value of 0.003 (i.e., less than 0.05), the coefficient for the work motivation variable's effect on the efficacy of women's cooperatives in East Java is 0.284. These findings demonstrate that the performance of women's cooperatives in East Java is significantly impacted by work motivation. However, work motivation, good cooperative governance, and cooperative management substantially impact the performance of women's cooperatives in East Java, as indicated by the comparative value, which demonstrates a more significant overall effect than the direct effect. The results above indicate that the work motivation of workers and members of female cooperatives in East Java is significantly impacted by strong cooperative governance and efficient cooperative administration. The high average score indicates that high work motivation may significantly enhance cooperative performance and promote community social and economic growth. Members demonstrate this through their savings and lending activities, and they believe the cooperative's founding has benefited them.

## Conclusion

Based on the research findings above, good cooperative governance and management have led to active involvement in organizing women's cooperatives in East Java. Good Cooperative Governance is an important aspect that must be considered in improving cooperative performance because, through Good Cooperative Governance and cooperative management, it can mobilize information from the role of administrators and members in managing human resources in the form of education, training, providing capital loans and providing understanding to members to pay off mandatory savings every month and initial principal savings when becoming members with a predetermined amount, which is one of the largest capitals of women's cooperatives in East Java. The growth of women's cooperatives in East Java and the inspiration of members who actively organize activities have significantly benefited from cooperative management as a driving force and a strength, enabling administrators and members to exercise their rights and fulfill their duties. The contribution of cooperative management, in addition to providing education and training, is primarily to motivate and instill a sense of responsibility for paying off principal and mandatory savings, which are among the largest capital items in cooperatives.

The limitations of this study include the variables used in good cooperative governance, which few researchers know, so the study needs more references. Furthermore, the study's findings are limited to women's cooperatives in East Java and cannot be directly extended to cooperatives or other situations elsewhere.

The findings of this study are anticipated to serve as a broad foundation for cooperatives generally and, particularly, women's cooperatives in East Java, as a source for the cooperative itself through a model built on aspects of Good Cooperative Governance and cooperative management. In addition, for future academic development, it is necessary to explore the use of other variables to help explain and expand the research objects under study.

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