

# The Leaderships and the Advantages to Compete the Effect on Cooperative Performance in West Java

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This study aims to determine the effect of leadership on performance through cooperative, competitive advantage in West Java. The samples were taken from 373 cooperative units. The method used is descriptive and verification method. The sampling technique used purposive cluster proportional sampling. The data collection was done by distributing questionnaires to cooperatives in regencies and cities in West Java. Data analysis involved Structural Equation Modeling (SEM). The research results obtained show leadership influences performance through cooperative, competitive advantage. In the formation of cooperative, competitive advantage, it was found that the contribution of leadership was more exceptional through competitive advantage, compared to the direct influence of leadership on cooperative performance. This influence implies that if leadership is strong, then the competitive advantage of cooperatives in West Java province will be good.

**Key words:** *The leadership, the competitive advantage, the performance of cooperative.*

## Introduction

The development of cooperatives in Indonesia is felt to be rising rapidly. This was marked by the increasing presence of cooperatives that could not be avoided. From the statement that was widely conveyed by experts and Ministers of Cooperatives, cooperatives in Indonesia are expected to be able to help the people's economic business interests which is popular with weaker small business economics. This category usually comes from the lower-middle class groups. The existence of cooperatives has developed well at this time, namely cooperatives

owned by companies. Cooperative institutions are believed by many parties to be in accordance with the culture and an order of life of the Indonesian people. It contains family content, cooperation for the common good, and several other moral essences (Syarif Hasan,2012; Hendar & Kusnadi, 2005; Cooperative Law, 2012; Suryadharma Ali,2007).

The number of cooperatives throughout Indonesia in 2012 was 194,295 units with details of active cooperatives of 139,321 units and inactive cooperatives of 54,974 units, with a membership of 33,869,439 people. For 2013 there was an increase in the number of cooperatives throughout Indonesia, namely 203,701 units with details of active cooperatives as many as 143,117 units and inactive cooperatives totalling 60,584 units, and the number of memberships was 35,258,176 people.

In 2014 the number of cooperatives throughout Indonesia was 209,488 units, with details of active cooperatives being 147,249 units and inactive cooperatives being 62,239 units, and membership was 36,443,953 people. Based on the data above, the number of inactive cooperatives in the three years has increased, reaching around 10.20% in the period from 2012 to 2013. While in the period 2013 to 2014 it reached 2.73%. To find out why there has been an increase in the number of cooperatives that were not active, the 2014 data were used. It is unfortunate, however, that there was an increase in the number of cooperatives followed by an increase in the amount of non-active cooperatives (Dyahrini,2018; Syarif Hasan, 2012; Anoraga Pandji, H.Djoko Sudantoko, 2002).

**Table 1:** The Overview of Cooperatives in Indonesia

Year	The Number of cooperatives (units)	Active cooperative (units)	Non Active cooperative (units)	Number of members (people)
2012	194.295	139.321	54.974	33.869.439
2013	203.701	143.117	60.584	35.258.176
2014	209.488	147.249	62.239	36.443.953
2015	212.135	150.223	61.912	37.783.100

**Source:** The Cooperative Ministry in 2015

Based on table 1, it can be stated that inactive cooperatives in Indonesia in 2013 reached 60,584 units or 29.74%. This figure is high enough to raise questions as to why this situation occurs. This question is important to answer as cooperatives are one of the economic actors that have a very vital role in supporting the economy, although opportunity to maximize its role as a support for the national economy have not been achieved (The Cooperative Ministry, 2014). Although, for West Java, as one of the provinces in Java, the number of cooperatives is quite large, at 25,252 units, and the number of members at 5,864,690 people, haing an active cooperative of 15,130 units.

Wagiono Ismangil (2006: 72; Hendar & Kusnadi, 2005 ), states that the success of the Indonesian state in developing the economy at the rural level can later lead to the development of the people's economy. Cooperatives in an increasingly fierce business competition environment and short product cycle conditions, are expected as business actors to have a competitive advantage and it is alleged that cooperatives that have great potential are primary cooperatives.

Based on the data above, the phenomenon of the number of inactive cooperatives can be related to the problem of cooperative competitive advantage that has not been positive. This unfavorable competitive advantage relates to leadership as well as other causes, including: the problem of cooperative resources in the form of limited human resources, and too many internal business processes that make it difficult for cooperatives to develop, non-competitive costs. Research from (Rohana Othmana, Roshayani Arshada, Nooraslinda Abdul Arisb, Siti Maznah Mohd Arifb , 2014; Ginta Railine, Lina Sinecevicience, 2015) in Malaysia stated that a variable business strategy to maintain is competitive competition, that has a positive impact on performance.

Linkages with competitive advantage can be seen from the leadership that exists in cooperatives. Leadership relates to the dimensions of Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Openness, and Community Building.

Spears (2002: 255; Michelle Vondey, 2010; Mathis L and Jackson,2006) states that serving leaders (servant leadership) are a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and to prioritize service. Furthermore, consciously this choice brings aspirations and encouragement in leading others. West Java Province as the province with the third largest number of cooperatives in Indonesia is known to have a large number of inactive cooperatives, namely 10,122 units (4.97%) of the total active cooperatives nationally. Paying attention to cooperative data the West Java region was chosen for this study due to feasibility related to the number of inactive cooperatives (Dyahrini, 2018; Cooperative Law, 2012; Wishnu Wardana, 2010).

Based on the background of the above problems, the purpose of this study is to: Know the effect of leadership on cooperative competitive advantage in the West Java Region; Know the influence of leadership on the performance of cooperatives in the area of West Java; Know the effect of competitive advantage on the performance of cooperatives in the West Java region; Know the influence of leadership through competitive advantage on the performance of cooperatives in the West Java region.

This research focuses on the study of the effect of leadership on competitive advantage and its impact on the performance of cooperatives in the West Java region. Based on the background description of the problem, this problem can be formulated as follows: How much influence does leadership have on the competitive advantage of cooperatives in the West Java region; How much influence does leadership have on the performance of cooperatives in the West Java region; How much does competitive advantage affects the performance of cooperatives in the West Java region; How big is the influence of leadership through competitive advantage on the performance of cooperatives in the West Java region?

## **Literature Review**

### ***The Characteristics of Servant Leadership***

According to Spears (2002: 27), there are nine characteristics of servant leadership:

- a. Listen, servant leaders listen attentively to others, identify and help clarify the group's desires, also listen to their own inner voices.
- b. Empathy, leaders who serve are those who try to understand co-workers and are able to empathize with others.
- c. Healing, servant leaders are able to create emotional healing and relationships, or relationships with others, because relationships are a force for healing.
- d. Awareness to understand issues that involve power, and values. See the situation from a balanced position that is more integrated.
- e. Persuasion, a leader who serves trying to convince others rather than forcing compliance. This is one thing that most distinguishes between traditional authoritarian models and servant leadership.
- f. Conceptualization, the ability to see problems from a conceptualization perspective means to think long-term or visionary on a broader basis.
- g. Foresight, observant or thorough in understanding lessons from the past, current reality, and possible consequences of decisions for the future.
- h. Stewardship emphasizes openness and persuasion to build trust from others.
- i. Building community, identifying ways to build community.

### ***The Competitive Advantage***

According to Kotler (2001: 95), competitive advantage is the advantage over competitors that is obtained by delivering greater customer value, through cheaper prices or by providing more benefits in accordance with higher pricing. Competitive advantage is a tool to achieve company goals and involves a variety of stages for optimal resolutions to new challenges that may be faced by organizations and companies, not only as a result of previous steps but also because of external pressure (David R.fred 2009: 183) . Consistant with this, Porter (Jatmiko,

2004: 143; [Fahy, John, 2003](#)), states that there are three generic strategy choices that companies can take to gain competitive advantage, namely:

1. The Cost Leadership Strategy

The company strives to achieve the lowest production and distribution cost capabilities, so it can provide lower product prices than competitors and win a large market share of competition.

2. The Differentiation Strategy (Differentiation strategic)

The company focuses more on its efforts in creating distinctive product characteristics and in marketing programs, so the data can win the competition by creating a distinctive image for consumers.

3. The Strategic focus

The company focused in its efforts on serving a small segment of the market and does not serve the market at large. This business is carried out by recognizing in detail the intended market and implementing a comprehensive cost advantage or differentiation in the small segment.

### ***Performance***

Company performance is the output of the application of all activities related to business activities. The company's performance indicators are sales growth and profitability (Best, 2009: 66). According to Ferguson and Reio (2010: 146; Pearce, II, and Robinson, R.B. 2013; Ginta Railine, Lina Sinecevicience, 2015), company performance can be measured on the basis of two perspectives, namely: financial performance and non-financial performance. The performance of the company can be presented as the efficiency and effectiveness of the company by measuring and evaluating financial performance, employees, businesses, and organizations.

In this research, the Balance Scorecard (Robert S. Kaplan, David P. Norton, 1996), approach is used to measure cooperative performance, because the Balance Scorecard is a group of integrated performance benchmarks derived from corporate strategy and supporting corporate strategy throughout the organization. The purpose and size of the Balance Scorecard is more than a set of specific financial and non-financial performance measures, but all objectives and measures of a top down process that are driven by the business mission and strategy. In the Balance Scorecard approach, top management describes its strategy as performance benchmarks so that employees understand and can implement actions to achieve the strategy.

### **Research Methods**

The research method used in this study is descriptive and explanatory survey method Malhotra, (2013: 108). The unit of analysis of this study is active cooperatives in the West

Java region. The observation unit in this research is active cooperative management that can be represented by operational managers and managers. According to Malhotra (2010: 371; Sekaran, Uma. 2003; Cooper, Donald R. and Pamela S.Schindler, 2006) the population is a combination of all elements that have the same set of characteristics. Based on this understanding, the population in this study is cooperatives active in the West Java region, which consists of 26 cities and regencies totaling 15,039 units. Sample selection was carried out by purposive cluster proportional sampling technique, performed by taking subjects based on the existence of certain objectives.

From the number of samples, to be able to fulfill the calculation using SEM for the selected cooperative, so that each district and city has a cooperative representative who is active as a respondent, calculation used the proportional allocations formula so that the number of respondents from each city and district could be obtained in the region West Java Province. The taking of the number of samples follows the Slovin formula (Sugijono, 2004; Suharsimi Arikunto, 2002; Hair, et al., 1998) obtained as many as 373 active cooperative units as samples.

After observing in detail and calculating based on the results of the assessment of each dimension of the Leadership variable studied and described above, it can be described that Leadership conditions in cooperatives in the West Java region through the recapitulation of the nine measured variable dimensions, as stated in the table below.

## Results and Discussions

After observed in detail and calculated based on the results of the assessment of each dimension of the leadership variable studied and described above, leadership conditions in cooperatives in the West Java region can be described through the recapitulation of the nine measured variable dimensions as stated in the table 2 below (Cooper, Donald R. and Pamela S.Schindler, 2006; Latan Hengky, 2012).

**Table 2:** The Average of Leadership in Response Distribution Score

No	Dimension	Mean Score	% Score	Category
1	Listening	3.68	73.6	Good
2	Empathy	3.53	70.3	Good
3	Healing	3.59	71.6	Good
4	Awareness	3.48	69.6	Good
5	Persuasion	3.16	62.7	Good Enough
6	Conceptualization	3.35	66.8	Good Enough
7	Foresight	3.88	77.5	Good

No	Dimension	Mean Score	% Score	Category
8	Stewardship	3.81	76.3	Good
9	Community Development	3.52	70.3	Good
	The Average of Variables	3.56	70.96	Good

**Source:** Research data processed

Regarding the overall dimensions that have been described, a recapitulation for leadership can be prepared. In table 2 it can be seen that the results of the calculation of the average score, overall (grand mean) of the Leadership variable obtained by 3.54 or 70.8%, which means it is between the intervals 68.01 - 84.00. This indicates that Leadership using 9 (nine) indicators is valid and can be used in this study. Based on the description, it can be concluded that cooperative leadership in the West Java region is generally in a good category. Whereas for performance variables, measured through 4 dimensions and operationalized into 12 indicators, produced good results. Results of the reliability test of each variable can be seen in the table below.

**Table 3:** The Competitive Computing Response Scores

No	Dimension	Mean Score	% score	Category
1	Cost advantage strategy	3.24	65.2%	Good Enough
2	Differentiation Based Strategy	3.20	64.4%	Good Enough
3	Focus Strategy	3.28	65.8%	Good Enough
	The Average of Variables	3.24	65.1%	Good Enough

**Source:** Research data processed

Based on the table above it can be seen that the results of the calculation of the overall average score of the Competitive Advantage variable of 3.24 or 65.1% are between the intervals of 52.01-68.00. Thus, it can be concluded that the Competitive Advantage of cooperatives in the West Java region is generally categorized as good.

### *Descriptive Analysis of Performance*

Performance was measured through four dimensions, there are financial perspectives, customer perspectives, internal business process perspectives, and learning and growth perspectives. Whereas for performance variables measured through 4 dimensions and operationalized into 12 indicators showed good results. Results of the reliability test of each variable can be seen in the table below.

**Table 4:** The Average of Distribution Performance Score

No	Dimension	Mean Score	% score	Category
1	Financial Perspective	3.39	67.7	Good Enough
2	Customer Perspective	3.55	66.9	Good Enough
3	Business Internal Process	3.37	67.5	Good Enough
4	Growth and learning perspective	3.44	68.9	Good
	The Average of Variables	3.43	67.8	Good Enough

**Source:** Research data processed

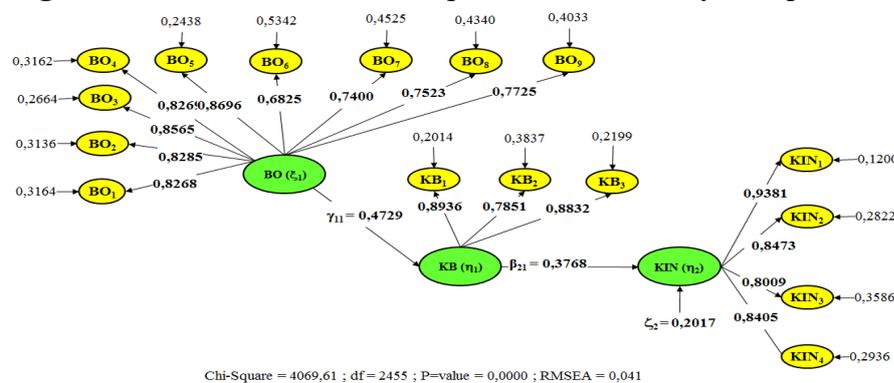
Based on the results above, it can be seen that the calculation of the average score, as a whole from the Performance variable obtained a value of 3.43 or 67.8%, which means it is between the intervals of 52.01 - 68.01 and included in the Good category. It can be stated that optimizing the performance of cooperatives from the good Enough category becomes a Good performance category. For cooperatives, which include elements of management, supervisors and operational managers, showed satisfactory results for all parties, especially the satisfaction of the members of the cooperative. It was obtained that cooperative performance in general is in the sufficient category.

The reliability test and variance extract of each dimension of the latent variable Leadership on its forming dimensions shows that the nine dimensions show as a reliable measure because all dimensions have values construct reliability greater than 0.7. The results of the variance extract test have also shown that each dimension of the leadership latent variable is a result of considerable extraction of the indicators. This is indicated by the variance extract value of each dimension of the leadership latent variable of more than 0.4.

### **Hypothesis Test 1. The Effect of Leadership on Competitive Advantage**

Hypothesized leadership influences competitive advantage. To test the alleged research, the test hypothesis is statistically stated as follows:

**Figure 1.** The Effect of Leadership on Performance by Competitive Advantages



$H_0. \gamma_{11} = 0$ : The Leadership does not affect Competitive Advantage

$H_1. \gamma_{11} \neq 0$ : The Leadership influences Competitive Advantage

The results of the calculation of test statistics on testing the partial hypothesis of leadership on competitive advantage can be seen in the following table:

**Table 5:** Partial Test of the Effect of Leadership on Competitive Advantages

Hypothesis	Coefficient Path	t count	t critical	Decision	Description
The Leadership influence Competitive Advantage	0,4728	7,1337	1,96	H <sub>0</sub> rejected	Signifikan

**Source:** Calculation Results Lisrel 8.8 (processed)

- The results of the calculation of the  $t_{count}$  for Leadership are 7.1337. The value of the t-test statistic obtained is in the area of  $H_0$ , i.e. that  $t_{count}$  is greater than  $t_{critical} = 1.96$ . ( $t_{count} = 7.1337 > 1.96$ ) then a decision can be made to reject  $H_0$ . This means that the results of calculations show that leadership affects the competitive advantage of cooperatives. The influence of partial leadership can be calculated as follows:
- The amount of direct influence of Leadership on Competitive Advantage is 22.35%. This means that Leadership has a direct influence if there are no other variables to pay attention to = 22.35% to Competitive Advantage.

Based on the Leadership view as a system that through the values, beliefs, and norms that exist in every organization and organizational culture that can encourage or reduce effectiveness depends on the nature of values, beliefs and norms adopted it will have a positive impact on excellence competing with cooperatives are involved, especially in cooperatives in the West Java region.

### Test the hypothesis 2. The Effect of Leadership on Cooperative Performance

Leadership is hypothesized to influence cooperative performance. To test the alleged research, the test hypothesis is statistically stated as follows:

$H_0. \gamma_{21} = 0$ : The Leadership does not affect the Cooperative Performance

$H_a. \gamma_{21} \neq 0$ : The Leadership affects the Cooperative Performance

The results of the calculations testing the partial hypothesis of Leadership on Performance can be seen in the table below.

**Table 6:** Partial Test (Test t) The Effect of Leadership on Performance

Hypothesis	Coefficient Path	T <sub>count</sub>	T <sub>critical</sub>	Decision	Description
Leadership affects the Cooperative Performance	0,3901	6,2401	1,96	H <sub>0</sub> rejected	Signifikan

**Source:** Calculation Results Lisrel 8.8 (processed)

The results of the calculation of the  $t_{count}$  for Leadership are 6.2401. The value of the t-test statistic obtained is in the area of  $H_0$ , i.e. the  $t_{count}$  is greater than  $t_{critical} = 1.96$ . ( $t_{count} = 6.2401 > 1.96$ ) thus a decision can be made to reject  $H_0$ . The amount of direct influence of Leadership on cooperative performance is 15.21%, so the results of statistical testing show that leadership affects the performance of cooperatives.

### Test the hypothesis 3. Effect of Competitive Advantage on Cooperative Performance

Competitive advantage is hypothesized to influence cooperative performance. To test the alleged research, the test hypothesis is statistically stated as follows:

$H_0. \beta_{21} = 0$ : Competitive Advantage does not affect the Cooperative Performance

$H_1. \beta_{21} \neq 0$ : Competitive Advantage influences Cooperative Performance

The results of the calculation testing the hypothesis of Competitive Advantages against Cooperative Performance can be seen in the following table:

**Table 7:** Partial Test (t test) Effect of Competitive Advantage on Performance

Hypothesis	Coefficient Path	T <sub>count</sub>	T <sub>Critical</sub>	Decision	Description
Competitive Advantages affect Performance	0,3769	5,0057	1,96	H <sub>0</sub> rejected	Significant

**Source:** Data from research results are processed

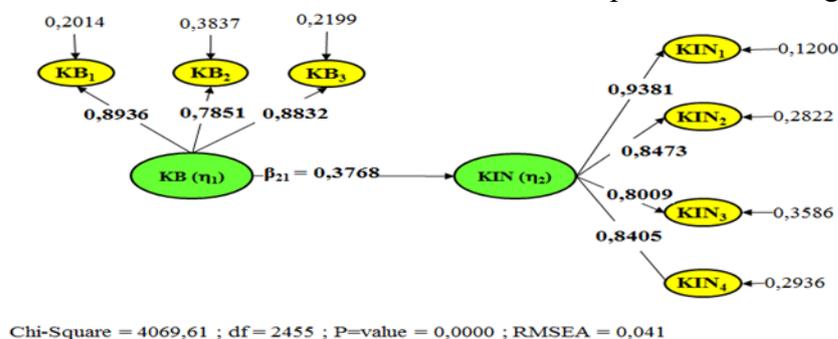
The results of the calculation of the  $t_{count}$  for competitive advantage are 5,0057. The value of the t-test statistic obtained is in the area of  $H_0$ , i.e. that  $t_{count}$  is greater than  $t_{critical} = 1.96$ . ( $t_{count} = 5.0057 > 1.96$ ) thus a decision can be made to reject  $H_0$ . The results of statistical tests show that Competitive Advantage affects the Cooperative Performance.

#### Test the hypothesis 4. The influence of Competitive Advantage ( $\eta_1$ ) on Performance

The influence of competitive advantage ( $\eta_1$ ) on cooperative performance ( $\eta_2$ ) is obtained by squaring the path coefficient of competitive advantage ( $\beta_{21}$ ) of 0.3769. Based on these data the influence of competitive advantage on cooperative performance is 14.21%. Paying attention to the results of calculations for the hypothesis of the influence of competitive advantage on the performance of cooperatives can be obtained based on the coefficient of influence of competitive advantage ((1) on the performance of cooperatives (373) of 0.3769 with a calculated value for statistical tests of 5.0057. The results of statistical tests show that competitive advantage influences the performance of cooperatives.

The results of the calculation of standardized path coefficients for structural models of the influence of competitive advantage on cooperative performance are shown in the following figure:

**Figure 2.** Structural Model Results Effect of Competitive Advantage on Performance



**Table 8:** Test the Effect of Leadership on Performance Cooperatives through Competitive Advantages

Hypothesis	Influence	$t_{count}$	p	t critical	Decision	Description
$\gamma_{11} \times \beta_{21} = 0$	0,1782	4,097162	0,00004	1,96	$H_0$ rejected	Significant

**Source:** The Calculation of Results

The calculation results obtained by the  $t_{count}$  for Leadership are 4.097. The value of t-test statistic obtained is that  $t_{count}$  is greater than  $t_{critical} = 1.96$  in the area of  $H_0$  and the significance value ( $p$ ) = 0.00004  $< 0.05$ , thus the decision to reject  $H_0$  is taken. So, it can be concluded that

the test results show that Leadership affects the performance of cooperatives through competitive advantage.

The magnitude of the influence of Leadership on cooperative performance through competitive advantage is obtained by multiplying the influence of Leadership on competitive advantage with the coefficient of influence of competitive advantage on cooperative performance obtained at 17.82%.

## **Conclusion**

Based on the results of the analysis and processing of data on Leadership research on the performance of cooperatives through competitive advantage in the West Java region, it can be concluded that:

1. The leadership in the cooperatives in the West Java region is already good. In relation to the influence, it was found that through competitive advantage the influence of leadership on performance was quite large. The cooperative management must anticipate the weaknesses in leadership that can be corrected.
2. The leadership directly affects the performance of cooperatives, but this influence can be increased if through competitive advantage due to the influence of rising leadership on cooperative performance.
3. Through a focus strategy where cooperatives specialize in products and regulate the market segments that the cooperative will serve, it will gain efficiency that will support the increase in cooperative performance.
4. Alternative low-cost strategies need to be considered for use. Efficiency in making low-cost products also needs to be considered by the cooperative management in carrying out cooperative activities. Efficiency in making cooperative products or in finding resources and selecting suppliers of goods and raw materials in creating cooperative competitive advantages.
5. Competitive advantage influences the performance of the cooperative although its influence is still low. This can be improved through good leadership, namely through the role of employees who are always involved in making decisions that will be carried out by the cooperative, thus it can lead to high loyalty from employees to advance the cooperative.



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