

## Promoting Organizational Performance in Cooperatives: The Role of Knowledge Sharing and Innovation Capability

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**Abstract:** Cooperatives are the foundation of the Indonesian economy as it aligns with the nation's principle to promote welfare. This present research is aimed at exploring the influence of knowledge sharing on innovation capabilities and comprehending the role of innovation capability as a mediator. This research elaborated on a sample of 139 managers of multi-enterprise cooperatives in Malang of Indonesia. The data were gathered through online questionnaires and employed Structural Equation Modeling (SEM) with the AMOS application as an analysis tool. The Research findings show that innovation capabilities are significantly influenced by knowledge sharing among leaders or managers in cooperatives. Accordingly, organizational performance is also explained by knowledge sharing. This study also confirms the role of innovation capabilities in mediating the connection between knowledge sharing and organizational performance in cooperatives. The output of this present research can be used by decision researchers and the government to enhance the performance of cooperatives, which in turn can drive welfare.

**Keywords:** Innovation capability, Knowledge sharing, Organizational performance

### INTRODUCTION

Enhancing performance cooperatives is prominent for the Indonesian economy as it aligns with the nation's goals to accomplish the national welfare. However, in this knowledge-based and digital era, cooperatives are confronted with challenges that affects organizational performance (Hermawati, 2020). The ability of cooperatives to utilize knowledge effectively is becoming increasingly crucial in achieving sustainable competitive advantage (Child et al., 2019). A preliminary work identified the role of knowledge sharing as the determinant for supporting better organizational performances (Saffar & Obeidat, 2020). With this sharing knowledge, cooperatives can accelerate the learning process among members that better prepared for change and take advantage of new opportunities (Zaim et al., 2021).

Concerning cooperatives, knowledge sharing involves the process by which the members and employees exchange information, ideas, and experiences to enhance the collective capacity of the organization (Khasanah et al., 2022). In addition, multi-business cooperatives must increase their innovation capabilities to compete with other companies and meet the evolving needs of their members and society (Ammirato, 2024). The application of knowledge sharing forms innovative work behavior that contributes to improving organizational performance (Arsawan et al., 2020). Knowledge sharing also has benefits for each individual in the organization, including increasing the performance of the individual and enhancing the sense of belonging to the organization (Nezafati et al., 2023).

The ability to transform and apply knowledge sharing determines the degree of innovation of a company, for example, the speed of solving problems and quick response to changes in the business environment (Le & Lei, 2019). A prior by Ranto (2015) found knowledge sharing affects innovation ability. Likewise, Sulistyono and Ayuni (2018) remarked that knowledge sharing influences innovation capability. Creating and collaborating knowledge sharing organizations is deemed essential for business companies to achieve their objectives, as it can lead to the development of new knowledge sources that enhance problem-solving abilities and increase awareness of decision-making processes (Azeem et al., 2021).

Previous studies have investigated the importance of knowledge sharing and innovation in the general organizational context. For instance, Ranatiwi and Mulyana (2018); Migdadi (2020) found that innovation capability affects organizational performance. In contrast, some studies (e.g., Novita et al., 2019; Hastari & Emilisa, 2023) explained that knowledge sharing has no effect on organizational performance. However, the mediating role of innovation capability in this relationship remains less explored, especially in the cooperative context. Most studies tend to focus on the direct effect of knowledge sharing on performance, while the indirect effect through innovation capability has not been studied in depth, especially in organizations such as cooperatives that have different structures and dynamics from commercial firms. Hence, this research seeks to address these gaps by investigating the mediating effect of innovation capability on the relationship between knowledge sharing and organizational performance within cooperatives.

The results of this research can help management innovate by providing more effective innovation results to produce better performance and will be beneficial for cooperative management. Multi-business cooperatives in Malang of Indonesia that innovate can offer added value that is unique and different from competitors, so that they can attract new members and retain old members. Apart from that, innovation is also needed in terms of business process efficiency, utilization of new technology, and development of human resources in increasing the productivity and competitiveness of cooperatives. Therefore, strong innovation capabilities are needed in the Malang Multipurpose Cooperative so that it can continue to grow and develop sustainably.

The structure of this paper includes an introduction containing the importance of this research, the relationship between variables and research gaps, followed by research methods, then results and discussion, and ends with conclusions, suggestions, and implications.

## **METHODS**

This research is explanatory research, which explains the causal relationship between knowledge sharing, innovation capability, and organizational performance of cooperatives as well as tests the hypothesis of the objectives analyzed.

### **Population and Sample**

The targeted population of this research is the leaders or managers of multi-enterprise cooperatives in Malang of Indonesia. Managers were chosen as the unit

of analysis in this research, because this research measures organizational performance, which is based on managers' perceptions. According to Statistics Indonesia (BPS), the number of multi-business cooperatives in Malang is approximately 213 in 2023. The minimum samples required for structural equation modeling (SEM) are about 100 and 200, so researchers used the Slovin formula to determine the sample size. Based on Slovin's calculations, the sample size was 139 respondents. The sampling technique used simple random sampling. All questionnaires distributed were returned and completed by cooperative managers, so there were no missing or incomplete data.

### **Measurement**

In this study, organizational performance is the achievement of business goals resulting from the interaction between strategy, resources and capabilities to achieve cooperative excellence. In this research, it is measured by indicators of leadership styles and environment, job design, organizational culture, human resource policies, and model of motive from Chien (2004). While knowledge sharing is the skills and experience that members share to support organizational goals. Knowledge sharing was measured using indicators from Muizu et al. (2018), consisting of a communication dimension, experience dimension, social interaction dimension, trust dimension, and relationship dimension. Innovation ability is the competency possessed to create ideas to compete. The indicators used include product innovation, process innovation, and managerial innovation (Liao et al., 2007). This study used a 5-scale likert scale to understand the respondents' perceptions.

### **Data Analysis**

For data analysis, it includes structural equation modeling (SEM) analysis and descriptive analysis. The mode and average value of every variable, research indicator, and questionnaire item are found using descriptive statistics. The engagement of AMOS is in accordance with the opinion of Solihin and Ratmono (2013) which explains that AMOS is an essential tool in quantitative research that focuses on theory testing. Its ability to handle complex models, provide various fit indices, and perform mediation analysis with high precision. Meanwhile, to calculate the role of mediation using the Sobel test.

## **RESULTS AND DISCUSSION**

This research involved 139 respondents, descriptions of respondents based on age, gender, education, and length of work. Judging from the age of the respondents, it appears that the most dominant age is between 34-39 years, as much as 53.2%, while the less dominant age is between 28-33 (11.5%). The majority of respondents were male, namely as much as 59.5%, with a Bachelor's degree education as much as 63.3% and senior high school (25.2%). The respondents have worked for between 14 - 19 years as much as 61.2%.

**Table 1.** Respondent Description

Age	Frequency	%
28 – 33	16	11.5
34 – 39	74	53.2
40 – 45	25	18.0
46 – 51	24	17.3
<b>Gender</b>		
Man	83	59.7
Woman	56	40.3
<b>Education</b>		
S2 (master)	16	11.5
S1 (bachelor)	88	63.3
Senior High School	35	25.2
<b>Length of work</b>		
8 – 12	31	22.3
13 – 17	85	61.2
18 – 22	23	16.5

**Normality Test**

The results of the normality test in SEM involve evaluating the multivariate critical ratio values. Specifically, a multivariate critical ratio between -2.58 and 2.58 indicates that the data distribution is approximately normal. An overall understanding of whether the data distribution used in the analysis approximates a normal curve can be obtained from the findings of the multivariate normality test in SEM.

**Table 2.** Results of Normality Test

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y25	2	5	-0.180	-0.869	-0.710	-1.708
Y24	2	5	-0.153	-0.734	-0.820	-1.972
Y23	3	5	-0.011	-0.052	-0.805	-1.937
X15	2	5	-0.523	-2.218	-0.481	-1.158
X14	1	5	-0.331	-1.594	-0.202	-0.487
X13	2	5	-0.452	-2.176	-0.099	-0.237
X12	2	5	-0.285	-1.371	-0.798	-1.919
Y11	2	5	-0.179	-0.863	-0.770	-1.853
X11	2	5	-0.361	-1.74	-0.508	-1.222
Y12	2	5	-0.020	-0.098	-0.793	-1.908
Y13	2	5	-0.089	-0.428	-0.655	-1.575
Y22	2	5	-0.265	-1.274	-0.902	-2.170
Y21	2	5	-0.404	-1.943	-0.497	-1.196
Multivariate					0.794	1.910

Based on the data in Table 2, the multivariate critical ratio is 1.910. This value falls within the range of -2.58 to 2.58. Therefore, it can be concluded that the assumption of multivariate normality has been met. As a result, the normality assumption required for structural equation modeling (SEM) has been satisfied, which is a crucial step in conducting structural analysis.

**Table 3.** Results of Outlier Test

Observation number	Mahalanobis d-squared	p1	p2
86	28.993	0.007	0.599
66	26.999	0.012	0.517
99	26.276	0.016	0.369
131	25.275	0.021	0.342
133	24.812	0.024	0.254
27	24.694	0.025	0.142
2	24.516	0.027	0.080
97	24.138	0.030	0.058
73	23.844	0.033	0.039
51	23.546	0.036	0.027

The Mahalanobis squared distance values in Table 3 support the statistical conclusion that no outliers were detected among any of the observations. At a significance level of  $\alpha = 0.001$ , the Mahalanobis distance value of 34.53 is less than the chi-square value for 13 degrees of freedom (df). Consequently, it can be concluded from the analysis that none of the 13 indicators used in this study contain outliers.

### Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is a crucial initial step in SEM because its results influence subsequent stages of analysis, such as path analysis or structural modeling, which examine relationships between factors in a more complex model. The results of the CFA for each variable are presented in Table 4.

**Table 4.** Results of CFA for Exogenous Variables

Indicator	Latent Variable	Factor Loading	Critical Ratio	P value	Result
X11	Knowledge sharing	0.74	Fixed	0.000	Valid
X12	Knowledge sharing	0.76	8.211	0.000	Valid
X13	Knowledge sharing	0.80	8.569	0.000	Valid
X14	Knowledge sharing	0.51	5.591	0.000	Valid
X15	Knowledge sharing	0.71	7.772	0.000	Valid
Reliability of construct = 0.834 > 0.7					Reliable
Variance Extract = 0.506 > 0.5					Reliable

Based on Table 4, the loading factors for each variable are all greater than 0.5. The highest loading factor for the knowledge sharing variable is the social interaction dimension (X13) at 0.80. Therefore, all indicators can be considered valid. Based on Table 5, the loading factors for each variable are all greater than 0.5. For the innovation capabilities variable, the highest loading factor is associated with managerial innovation (Y13) at 0.85. Meanwhile, for the organizational performance variable, the highest loading factor is linked to leadership styles and environment (Y21) with a value of 0.72. Therefore, all indicators can be considered valid.

**Table 5.** Results of CFA for Intervening and Endogenous Variables

Indicator	Latent Variable	Factor Loading	Critical Ratio	P value	Result
Y11	Innovation Capabilities	0.58	Fixed	0.000	Valid
Y12	Innovation Capabilities	0.79	6.463	0.000	Valid
Y13	Innovation Capabilities	0.85	6.538	0.000	Valid
Y21	Organizational Performance	0.72	6.363	0.000	Valid
Y22	Organizational Performance	0.66	Fixed	0.000	Valid
Y23	Organizational Performance	0.53	5.073	0.000	Valid
Y24	Organizational Performance	0.51	4.974	0.000	Valid
Y25	Organizational Performance	0.54	5.181	0.000	Valid
Reliability construct = 0.896 > 0.7					Reliable
Variance Extract = 0.502 > 0.5					Reliable

**Table 6.** Goodness of Fit Test Results

Goodness of Fit Index	Cut-of Value	Results	Information
Chi-Square (df = 62)	81.83	72.856	Fit
Chi-Square Probability	≥ 0.05	0.163	Fit
RMSEA	≤ 0.08	0.036	Fit
CMIN/DF	≤ 2.00	1.175	Fit
AGFI	≥ 0.90	0.909	Fit
GFI	≥ 0.90	0.924	Fit
CFI	≥ 0.95	0.975	Fit
TLI	≥ 0.95	0.980	Fit

The model can be accepted based on the general model evaluation results (Table 6), which are based on the goodness of fit indices criteria. In this study, the p-value is an important factor in hypothesis testing, as it indicates the significance of the results obtained. A p-value below 0.05 indicates that the observed results have a statistically significant impact.

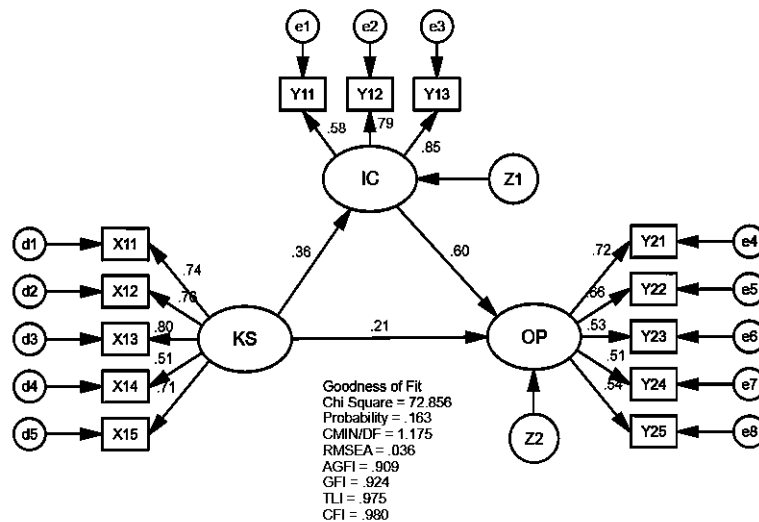
### Structural Model and Hypothesis Testing

The data processing results for each path in the structural model have been analyzed using AMOS, and are shown in Figure 1 and Table 7.

**Table 7.** Direct Effects and Indirect Effect

Variable	Direct Effects	Indirect Effects	Total Effects	P value	Information
Knowledge sharing → Innovation capabilities	0.36	-	-	0.001	Significant
Knowledge Sharing → Organizational performance	0.21	-	-	0.042	Significant
Innovation capabilities → Organizational performance	0.60	-	-	0.000	Significant
Knowledge sharing → Innovation capabilities → Organizational performance	0.21	0.261	0.426	0.005	Significant

The figure illustrates the relationship between the variables in the model, including the path coefficients and model fit measures, which indicate how well the model fits the data obtained. While, the statistical output of hypothesis testing is presented in Table 7.



**Figure 1.** SEM Analysis Results

As informed in Table 7, it is evident that all the analyzed paths have a significant effect, as indicated by a p-value of less than 0.05. In addition, the Sobel test was applied to understand the mediation. From the results of the computation using the Sobel test, the p-value equals 0.0054, which is less than 0.05. This shows that innovation capability can mediate the relationship between knowledge sharing and organizational performance.

## Discussion

Knowledge sharing has a significant impact on innovation capability. It enables the adoption of ideas and procedures within organizations and supports management in making informed decisions. When organizations understand the motivations behind knowledge sharing, they can better leverage it to enhance their innovative capacity. This finding aligns with studies by Yeşil et al. (2013); Ranto (2015); Aulawi (2018), which also conclude that knowledge sharing positively influences innovation capability. In a cooperative setting, knowledge sharing involves the exchange of information among members, contributing to the creation of new knowledge.

The effectiveness of knowledge sharing relies on the quality and quantity of interactions between employees, as well as their willingness and desire to apply shared knowledge. Thus, it is essential for cooperatives to actively encourage and support their employees in these endeavors. The indicator of knowledge sharing that is most appreciated in improving the ability to innovate in all-round cooperatives is the social interaction dimension. This dimension emphasizes the importance of interaction between cooperative administrators, which facilitates the exchange of ideas, experiences, and information. Intensive social interaction allows the board to learn from each other, collaborate, and build a strong knowledge

network. This not only enriches the collective knowledge-based, but also triggers creativity and innovation.

Knowledge sharing affects organizational performance, which means that employees who often share knowledge with other employees regarding their experience, knowledge, and technology can improve organizational performance. The more often someone shares knowledge, the ability to think and be creative will grow. Apart from that, when someone shares knowledge, employees also decipher, assemble, and translate information so that it is more easily understood by the person they are talking to. The findings are in line with Kuzu and Özilhan (2014); Vrızka and Silvanita (2016); Nurcahyo and Wikaningrum (2020) who explained that organizational performance is influenced by knowledge sharing. However, the results are in contrary with Novita et al. (2019); Hastari and Emilisa (2023) which found that organizational performance was not influenced by knowledge sharing.

Innovation capability influences organizational performance. Cooperative managers can be more innovative and provide new services that stay up to date with the latest developments. Managers are crucial in fostering and overseeing innovation capabilities in cooperatives. Cooperative often has managers with high innovation capability in identifying new insights, opportunities, and creative solutions to overcome challenges. This is consistent with Ranatiwi and Mulyana (2018); Migdadi (2020), which concluded that organizational performance is influenced by innovation capability. All cooperatives must prioritize innovation as a key factor for success and sustainability in a climate of intense market competition. Cooperatives that can adapt and evolve to market trends and member preferences by creating new services and products that are more in line with their needs.

Knowledge sharing indirectly affects organizational performance through innovation capabilities. This shows that knowledge sharing is carried out effectively, because sharing knowledge, experience, and information between organizational members can increase insight, creativity and the ability to generate new ideas. Martínez-Costa and Martínez-Lorente (2008) stated that innovation ability is generating new ideas and knowledge to benefit from market opportunities. Innovation is a must in a business saturated with competitors and with a high turnover rate. Not only to be able to compete and grow, but even more so to survive in the global economic situation, that is why businesses need to innovate. Thus, knowledge sharing contributes to increasing innovation capabilities in organizations. High innovation capabilities enable organizations to develop new products, services or processes that suit market needs and current trends. Competitive advantage, improve efficiency, and stimulate organizational growth, ultimately improving organizational performance.

## **CONCLUSION**

The study concludes that knowledge sharing affects innovation capability and organizational performance, meaning that organizational performance can be improved if cooperative managers frequently share knowledge with employees. In addition, innovation capability has a significant impact on organizational performance. Innovation can drive operational efficiency, create new products or

services, and increase competitiveness in the marketplace, all of which contribute to better organizational performance. This study also shows that innovation capability can mediate knowledge sharing and organizational performance. When knowledge is effectively shared within an organization, it encourages the creation of new ideas and innovative solutions that can be applied in work processes.

This study provides theoretical implications. It can be used for the development of science to enrich human resource management theory, especially related to knowledge sharing, innovation ability, and organizational performance. Additionally, the study provides new insights into how shared knowledge can lead to faster and more effective innovation and how this, in turn, impacts organizational productivity and effectiveness. The practical implication is that the Cooperative Management should create a culture of knowledge sharing among cooperative employees as it can improve innovation capabilities which in turn can improve organizational performance. Cooperatives can design and implement knowledge management systems to facilitate the exchange of explicit and tacit knowledge.

Although this study was conducted and completed in accordance with scientific methods, there are still some weaknesses. One of them is that since the questionnaire was distributed online, different people may have different perspectives on the questionnaire. For future researchers, it is necessary to further examine organizational performance by developing other variables.

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