



Cooperative Performance Resilience Strengthening Model Through Servant Leadership, Organizational Culture, Social Capital

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ABSTRACT

The purpose of the study was to determine whether servant leadership, organizational culture and social capital affect the resilience of cooperative performance. The method used in the study was a quantitative method. The population in this study were cooperative employees in Tana Toraja Regency. The sample in this study used a sample of 200 cooperative employees. The cooperatives that were respondents were CU cooperatives, Marendeng Cooperatives, Shalom Cooperatives, Bintang 88 Cooperatives. Secondary data was obtained from data from the Cooperatives, Micro, Small and Medium Enterprises and Industry and Trade Office of Tana Toraja while primary data was obtained from distributing questionnaires to Cooperative employees in Tana Toraja Regency. The results of the study are Servant Leadership, Organizational Culture and Social Capital can create resilience of Cooperative performance.

INTRODUCTION

The development of cooperatives in Indonesia is one of the strategies in economic development. Cooperatives have been widely known so far as institutions that are considered capable of accommodating the aspirations of the community to improve people's welfare. Cooperatives in Indonesia have been mandated in the formulation of cooperatives in Article 33 of the 1945 Constitution paragraph, stating that cooperatives are used as the mainstay of the Indonesian economy. Cooperatives are one of the drivers of economic growth based on the people's economy. Over time, many cooperatives have grown and developed in the midst of Indonesian society. The existence of cooperatives in Indonesia as a people's economic institution is very helpful in reducing the number of unemployed in Indonesia. The role of cooperatives is very important and strategic for the national economy in facing the competition of the current global market era, and this era is a new opportunity to be able to develop development and achieve a just and prosperous society.

Cooperatives are business entities that have a constitutional basis which is also a people's economic movement with its quality and independence as the mainstay of the national economy, so that it is hoped that through cooperatives national development and people's welfare can be improved. In addition, the development of cooperatives is directed so that cooperatives grow into a strong business institution as well as a forum for fostering people's economic capabilities, and cooperatives in Indonesia play a very strategic role in driving the pulse of the community's economy and national development. The role and function of cooperatives are not only limited to economic activities but also as a manifestation of the collective spirit, togetherness and principles of justice that are rooted in Indonesian society, namely mutual cooperation.

Cooperatives as business entities, in addition to aiming to meet the needs of members, Cooperatives also have a goal of achieving profit/generating profit (Remaining Business Results) Companies or other institutions without exception, cooperatives are required to improve their performance and have competitive advantages and be able to generate maximum profit in order to ensure their survival and be able to develop in the future. In order to achieve these goals, cooperatives need to mobilize all available resources, especially those related to funding management, so cooperatives must be able to allocate financial resources. These cooperatives are spread throughout Indonesia and are very helpful in the Indonesian economy. Based on data from the Cooperative Service. Tana Toraja is known as a tourism area so that a financial institution that is oriented towards the community is needed that can support the economic activities of the community. Based on data from the Cooperative Service, there are 119 cooperatives in Tana Toraja that are still active in running cooperative activities. But only a few are still operating now. The problem faced by cooperatives in the 5.0 era is quite tight competition.

Many financial institutions that have emerged are better than cooperatives. To face the tight competition, human resources are needed. Human resources are very important in the development and growth of an organization. Human resources are the most important asset in the development of an organization. Therefore, it needs to be managed well. The performance of a cooperative is determined by several things, one of which is a leader. Leadership is one of the factors that supports the success of an organization. One type of leadership used in the development of an organization is servant leadership. The results of the study showed that servant leadership has an effect on organizational performance. Servant leadership positions itself as a servant in the organization, seeking to grow resources, finances, and other things that are the responsibility that must be carried out. Servant leadership is manifested in the concern that is carried out by the servant first, to ensure that the highest priority needs of others are met. Servant leaders are very oriented towards strengthening employees as individuals and developing a sense of togetherness, consensus, and service among followers. In a cooperative, leaders must be able to set an example for subordinates so that employees can follow them. Servant leaders want followers to work together productively because servant leaders can also encourage individual development. Servant leaders believe that they have a management task. Human resources in the organization. They are people-centered and value service to others in general and to their followers in particular. In an organizational environment, servant leaders believe in each employee and treat them with respect and humility. Employees are given the opportunity to do meaningful work. Servant leadership impacts employee creativity by fostering an environment that promotes workplace spirituality. Servant leadership is manifested in the concern that is carried out by the servant first, ensuring that the highest priority needs of others are met. The dimensions used in servant leadership are patience, humility, prioritizing the interests of others over self-interest.

In addition to servant leadership being able to improve cooperative performance, organizational culture can also improve cooperative performance. This is in accordance with the results of research showing that organizational culture can improve organizational performance.

Organizational culture shapes perceptions, cognitive processes, and individual behavioral responses when facing challenges. Organizational culture is created from individual culture, basically organizational culture does not just appear but takes a long time. Building a positive work culture, cooperatives can increase high loyalty for each employee. Organizational culture is related to the rules and norms that apply in society. Social norms are a set of rules that are expected to be obeyed and followed by members of society in a particular entity (group). This norm is institutionalized and contains social sanctions that can prevent individuals from doing something that deviates from the customs that apply in society. The dimensions of organizational culture used in this study are the culture of harmony, cooperation and discipline. What is meant by harmony culture is a culture where all members of the cooperative lift each other up.

In addition to leadership and organizational culture that strengthen the resilience of cooperative performance is also influenced by social capital. This is supported by the results of the study showing that organizational capital influences cooperative performance, social capital can be used to mobilize external resources, can provide a benchmark for assessing the performance of economic and social efforts based on the desired performance goals. Social norms are a set of rules that are expected to be obeyed and followed by members of society in a (certain group. The results of the study show that with social capital can increase the participation of cooperative members. The dimensions of social capital in this study are networks, trust, honesty. Based on the background above, the author took the title of the study of the resilience of cooperative performance through servant leadership, organizational culture and social capital.

LITERATURE REVIEW

Understanding Servant Leadership

Servant leadership is defined as a holistic and altruistic approach characterized by the leader's primary focus on the aspirations and needs of his followers says that servant leadership is a holistic leadership approach that involves followers in various dimensions (eg relational, ethical, emotional, spiritual) so that they can be empowered to grow into what they are. Servant leadership is manifested in the concern carried out by the servant first, ensuring that the highest priority needs of others are met. Based on the literature review above, servant leadership is a servant leadership approach that emphasizes patience, a humble attitude and always puts the interests of others first.

Indicators Of Servant Leadership

Listening This is very important for a servant leader, so that he can dive into and capture the hopes and desires of the people he serves and most importantly he listens to what God says in giving him direction. Empathy. Servant leaders strive to understand others because everyone is special and unique. Healing. Has the potential to heal oneself and others. Healing here is not medical in nature but more on the emotional and spiritual aspects of its followers in this case the congregation in the church.

Self-awareness. Helps to understand issues involving ethics and universal values and always has peace in one's own mind. Persuasive. In making decisions, do not rely on the authority of the position but use the ability to persuade and convince others. Conceptualization. Strive to continue to improve one's ability to see a problem from a perspective that goes beyond past and present realities. Have a Vision.

Servant leaders develop the ability to see future needs. Past experiences as learning while present reality as a framework and reference for making decisions for the future. Ability to Serve. The aspects emphasized are openness and influence, not control. Commitment to serving the needs of others is the main thing.

Commitment to Individual Growth. Having a high commitment to the personal, professional, and spiritual (faith) growth of each congregation and helping the congregation recognize their responsibilities. Building Community, Servant leaders strive to build a close relationship like a family among fellow members of the congregation in the church.

Understanding Organizational Culture

Organizational culture is a framework that serves as a guideline for daily behavior, making decisions for employees and directing actions to achieve organizational goals improving work culture in a more conducive direction will make a very significant contribution to improving employee performance.

Organizational culture is described as a pattern/system of shared meaning, beliefs, ideologies, values, symbols, language, rituals, assumptions and myths that develop and are established in an organization or any unit over time and play an important role in guiding and coordinating the behavior of its members and maintaining organizational togetherness. Based on the literature review above, organizational culture is a guideline for everyone in the organization

Understanding Social Capital

says that social capital is the ability of individuals to work collectively to achieve common goals in a group or organization. Social capital is a set of informal values or norms that are shared by members of a group of people who are interconnected, based on values of trust, norms, and social networks. Social capital is defined as the resources available in personal and organizational relationships obtained through personal and business relationship networks (networks). Social capital is also used at various levels in management literature, for example in relation to internal structures within the same company, relationships between organizations, and career development.

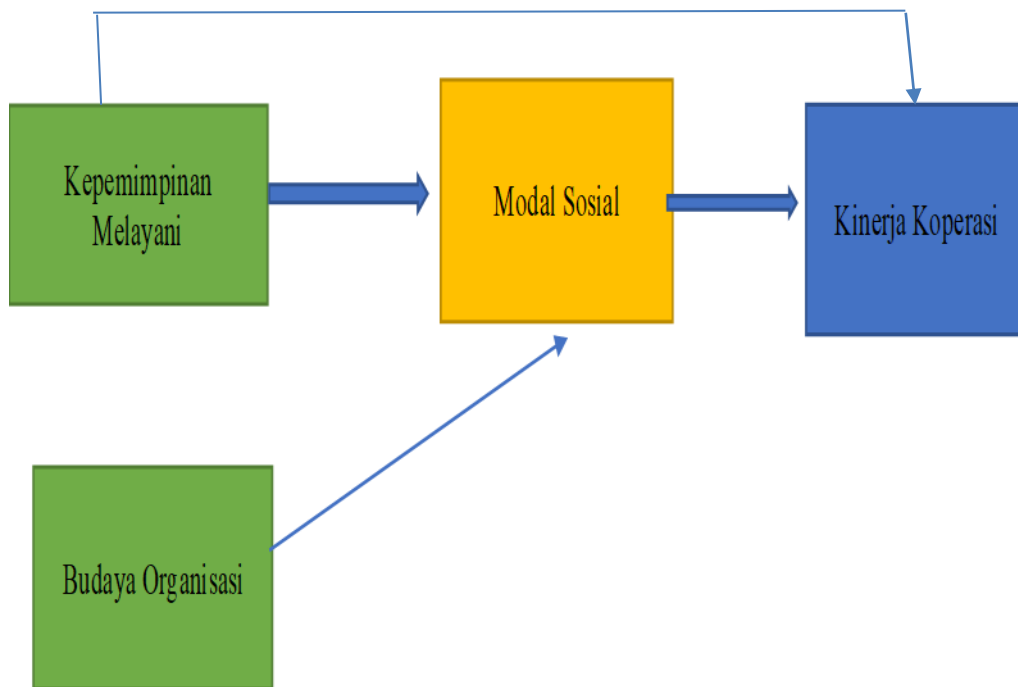
The social capital approach is related to the collective or community capacity to do something, this capacity is also a group property, not just an individual property. Social capital is usually associated with information, trust, and reciprocal norms inherent in social networks that include individuals. Social capital is defined as the resources available in personal and organizational relationships obtained through personal and business relationship networks (networks). Based on the literature review above, social capital is an individual's ability in an organization to convince each person/follower to filter people so that what is conveyed can be followed by his followers.

Definition of Performance

Performance is the result of a person's work in completing the tasks assigned to him, taking into account his skills, experience, seriousness, and time proposes that there are five performance indices, namely financial performance, market or customer performance, process performance, human resource development performance, performance to evaluate company performance.

Said that organizational performance is the level of achievement of goals usually consisting of a number of indicators to measure the efficiency and effectiveness of the organization, and understand whether the operational process is in accordance with the goals set, then this indicates that the dimensions are good enough to be extracted to form variables.

Figure 1 Methods
MODEL PENELITIAN



The formulation of the problem in this study is To find out how servant leadership can affect performance. To find out how organizational culture affects social capital To find out how organizational culture affects organizational performance. To find out whether social capital can be a moderating variable between servant leadership and performance. The approach to the problem in this study is based on the formulation of the problem, so the approach method used is an approach method based on management science with an empirical approach. In the empirical approach, primary data sources are used and quantitative research methods are used. Using the Social Capital variable as a moderating variable so that servant leadership can improve cooperative performance.

The novelty of the research is the research model used is a new research model that has never been used by previous researchers, namely that social capital moderates servant leadership so that it can create organizational performance. In this research, the researcher adds a new dimension to organizational culture, namely using the culture of the circle.

METHODS

The researcher's research method uses quantitative research because the researcher wants to know whether there is a relationship between each variable, namely whether there is a relationship between servant leadership, organizational culture, social capital and cooperative performance. This is in line with what was conveyed by Creswell, (2015) who stated that quantitative research is an approach to testing objective theories by testing the relationship between variables. The location of this research was conducted at the Tana Toraja cooperative. The population in this study were cooperative employees in Tana Toraja Regency. The sample in this study used a sample of 200 Cooperative employees. The cooperatives that were respondents were the CU cooperative, Marendeng Cooperative, Shalom Cooperative, Bintang 88 Cooperative.

Types of Data and Data Sources used in this study are quantitative data. This study uses primary data and secondary data. Secondary data was obtained from data from the Cooperatives, Micro, Small and Medium Enterprises and Industry and Trade Service of Tana Toraja, while primary data was obtained from distributing questionnaires to Cooperative employees in Tana Toraja Regency. Data collection techniques were carried out by distributing questionnaires offline and distributed using purposive sampling. Purposive Sampling is a method of determining samples based on criteria. The determination of these criteria is intended to provide maximum information for research. The criteria used in this study are Cooperatives registered with the Cooperative and SME Service in Tana Toraja Regency, Cooperatives have been running for two years Cooperatives have a minimum of 5 workers Cooperatives have a minimum of 20 cooperative members. The identification of the research variables is the independent variable or variable X is Servant Leadership and Organizational Culture while the dependent variable or variable Y is social capital and Cooperative performance. Measurement of variables using a Likert scale. The Likert scale consists of one or more statements or questions accompanied by a series of answer choices. For the answer Strongly Agree: Score 5, for the answer agree: score 4 for the answer hesitant score 3, for the answer disagree: Score 2., for the answer strongly disagree score 1. Respondents were asked to indicate their level of agreement with the statement given with a Likert scale The data processing technique in this study uses SEM -AMOS This study was analyzed using the Structural Equation Modeling (SEM) analysis tool. The selection of this analysis tool is based on SEM being able to test several dependent and independent variables with direct or indirect relationships simultaneously (Ferdinand, 2005).

RESULTS

Respondent Characteristics

The general description of respondents in this study are cooperative employees in Tana Toraja and North Toraja. The cooperatives are the Sibarung Credit Union Cooperative, the Bintang 88 Cooperative, and the Marendeng Cooperative. This section will explain the characteristics of the respondents in the study in order to describe the descriptive data obtained from the respondents. The descriptive data of this study are presented in order to describe the research profile and the relationship between the variables used in the study.

Respondents based on the name of the Cooperative

Table 1 Respondents based on the name of the Cooperative

Description	Frekuensi	Prosentase
Koperasi Marendeng	60	6 %
Koperasi CU	45	22,5 %
Koperasi Shalom	15	7,5 %
Koperasi Bintang 88	80	40

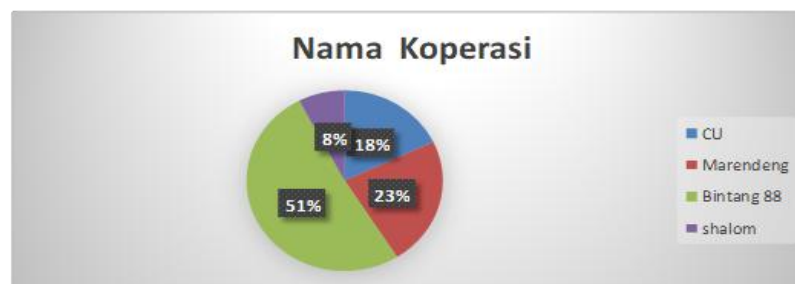
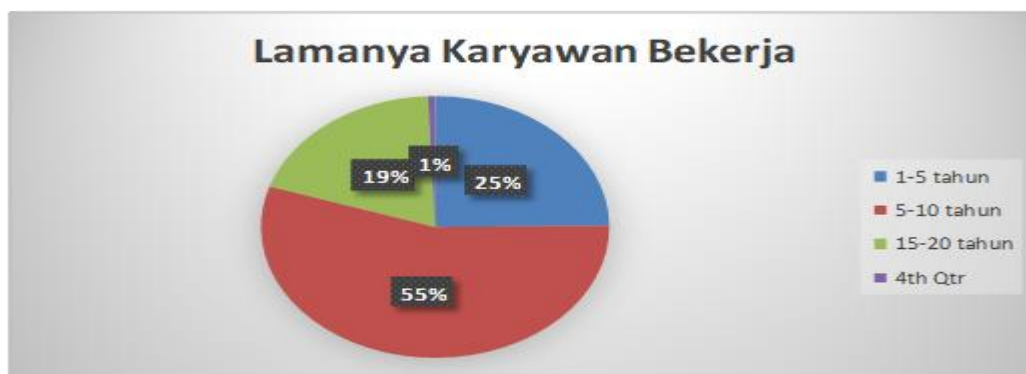


Table 1 above shows that the number of respondents in the Marendeng cooperative was 60 people or around 6%, the CU cooperative was 45 people or around 22.5%, the Shalom cooperative was 15 people or around 7.5% and the Bintang 88 cooperative was 80 people or around 40%.

Tabel 2 Employees based on the length of time employees have worked at the cooperative

Description	Frekuensi	Prosentase
1-5 year	55	27,5
5-10 year	100	50 %
10-15 year	45	45 %



Based on table 2 above, it shows that respondents based on the length of time employees have worked show that employees who have worked for 1-5 years are 55 or 27.5%, employees who have worked for 5-10 years are 100 people or around 50% and employees who have worked for 10-15 years are around 45 people or around 45%.

DISCUSSION

Results of Structural Equation Modeling (SEM) Analysis

This study was analyzed using the Structural Equation Modeling (SEM) analysis tool. The selection of this analysis tool is based on SEM being able to test several dependent and independent variables with direct or indirect relationships simultaneously (Ferdinand, 2005). The explanation of the output with this method is divided into three parts, namely the output of the instrument model fit test, the goodness of fit criteria and the output of the hypothesis test.

Validity and Reliability

The first thing to do is to assess whether the research model that has been built has met the instrument testing criteria, namely by measuring the construct to assess the unidimensionality and reliability of the construct. Unidimensionality is a basis for calculating the reliability that is intended when the indicators of a construct are accepted. The approach used to assess the unidimensionality of the model is to measure the composite reliability (Cronbach, 1951) and the average variance extracted (AVE) for each construct. Reliability is a measurement of the construct through internal indicators consistently. High reliability results provide confidence that the indicators of each variable have consistency in their measurements (Vaske, Beaman, & Sponarski, 2017). The level of reliability (CR) accepted must be ≥ 0.70 while reliability ≤ 0.70 is acceptable for research that is still exploratory (Kaplan and Sacuzzo, 2001). However, reliability cannot guarantee validity. Validity can measure the extent to which an indicator explains the accuracy in measuring what is to be measured. Another measure of validity is

variance extracted as a complement to the AVE measure with a cut-off value of ≥ 0.50 (Gerbing & Anderson, 1988; Fornell & Larcker, 1981). Fornell & Larcker (1981) explained that the AVE value must be greater than 0.5 and if the AVE value < 0.4 then the construct is still accepted on the condition that the composite reliability (CR) value > 0.6 , convergent validity is still accepted. This is caused by the existence of a loading factor value > 0.5 but < 0.6 , resulting in a relatively small AVE value.

Table 3 Validity and Reliability

Item	Loading Factor	AVE	CR
MS1	,645	0,442	0,863
MS2	,696		
MS3	,628		
MS4	,564		
MS5	,757		
MS6	,636		
MS7	,707		
MS8	,666		
KM1	,792	0,566	0,961
KM2	,805		
KM3	,782		
KM4	,747		
KM5	,694		
KM6	,699		
KM7	,739		
KM8	,704		
KM9	,773		
KM10	,616		
KM11	,746		
KM12	,747		
KM13	,773		
KM14	,814		
KM15	,759		
KM16	,743		
KM17	,772		
KM18	,775		
KM19	,787		
BO1	,704	0,514	0,944
BO2	,693		
BO3	,751		
BO4	,780		
BO5	,792		
BO6	,773		
BO7	,802		
BO8	,624		
BO9	,548		

Item	Loading Factor	AVE	CR
BO10	,663		
BO11	,545		
BO12	,724		
BO13	,781		
BO14	,724		
BO15	,756		
BO16	,744		
KK1	,851	0,562	0,884
KK2	,864		
KK3	,780		
KK4	,706		
KK6	,663		
KK7	,598		

The results of the estimate parameter test indicate that the model has passed the reliability and validity instrument test. The validity value measured using construct reliability (CR) is already ≥ 0.70 (Kaplan and Sacuzzo, 2001) and AVE ≥ 0.40 (Fornell & Larcker, 1981).

Outlier Normality Assumption Test

Outliers are observational data that have unique characteristics that are different and appear in extreme forms (Hair et.al., 1995). Outlier data appears in univariate and multivariate forms. Univariate outlier testing can be done by looking at the standard score (Z-Score) conversion data which has an average value of 0 and a standard deviation of 1. The model is said to have univariate outliers if the minimum and maximum values are at the threshold of ± 4 or ± 5 (Ferdinand, 2014). The following is the univariate outlier testing data

Table 4 Outlier Normality Assumption Test

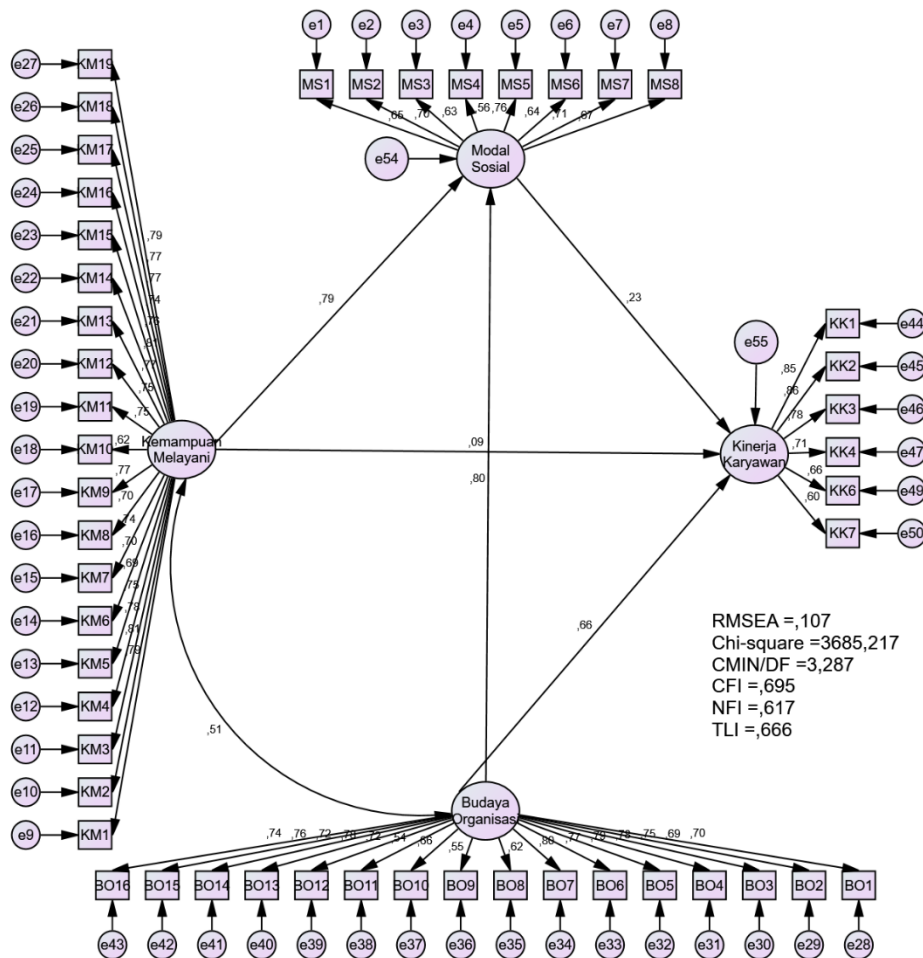
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MS1	202	-2.7808	1.17499	4.11	.758
MS2	202	-2.624	1.3814	3.97	.749
MS3	202	-3.13299	1.20169	4.17	.692
MS4	202	-4.61765	1.07863	4.24	.702
MS5	202	-2.37055	1.15041	4.02	.852
MS6	202	-2.64873	1.1662	3.78	1.049
MS7	202	-3.0437	0.97478	4.27	.747
MS8	202	-3.15205	0.86085	4.36	.748
KM1	202	-2.80066	1.05661	4.18	.778
KM2	202	-2.80066	1.05661	4.18	.778
KM3	202	-2.93196	1.1432	4.16	.736
KM4	202	-2.66672	1.19938	4.07	.776
KM5	202	-2.63952	1.23348	4.04	.775
KM6	202	-3.82648	1.3611	3.95	.771
KM7	202	-2.53522	1.23958	4.01	.795

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
KM8	202	-2.70494	1.11602	4.12	.785
KM9	202	-2.96412	0.96642	4.26	.763
KM10	202	-3.54609	1.12043	4.04	.857
KM11	202	-1.66696	1.10445	4.20	.722
KM12	202	-2.93894	1.02765	4.22	.756
KM13	202	-4.37131	0.90036	4.32	.759
KM14	202	-2.86776	1.04635	4.20	.766
KM15	202	-3.15943	1.03929	4.26	.715
KM16	202	-3.07354	1.05632	4.23	.726
KM17	202	-2.98195	1.14376	4.17	.727
KM18	202	-1.67138	1.08469	4.21	.726
KM19	202	-1.68114	1.04649	4.23	.733
BO1	202	-3.22124	0.9949	4.29	.712
BO2	202	-3.0437	0.97478	4.27	.747
BO3	202	-3.01661	1.02778	4.24	.742
BO4	202	-3.19591	0.93356	4.32	.726
BO5	202	-2.79753	0.95314	4.24	.800
BO6	202	-2.99337	1.06476	4.21	.739
BO7	202	-2.86503	0.98465	4.23	.779
BO8	202	-3.05028	0.91639	4.31	.756
BO9	202	-3.42256	0.87158	4.39	.699
BO10	202	-1.89586	0.96208	4.33	.700
BO11	202	-3.34834	1.09412	4.01	.900
BO12	202	-1.94312	0.96436	4.34	.688
BO13	202	-2.82399	1.06541	4.18	.771
BO14	202	-1.95283	1.00202	4.32	.677
BO15	202	-3.28646	1.02435	4.29	.696
BO16	202	-3.13021	1.048	4.25	.718
KK1	202	-3.021	1.07458	4.21	.732
KK2	202	-3.04422	0.96621	4.28	.748
KK3	201	-1.79656	0.9812	4.29	.720
KK4	202	-4.3258	1.01861	4.24	.748
KK5	202	-2.1003	0.99649	3.71	1.292
KK6	202	-4.12523	1.07475	4.17	.769
KK7	202	-2.18979	0.75913	4.49	.678
KK8	202	-3.05515	0.89244	4.32	.760
KK9	202	-3.88064	1.08068	4.13	.806
KK10	202	-2.67325	1.15651	3.79	1.044
Valid N (listwise)	201				

Based on the processing results, it is known that the maximum and minimum values of the standard score indicator are in the range of ± 4 .

Model Fit Analysis

Figure 1 Model Fit Analysis



The image shows the model construct of the study. However, a construct cannot be said to be good if it does not meet the criteria for goodness of fit. Goodness-of-Fit measures the suitability of observation or actual input (covariance or correlation matrix) with predictions from the proposed model. There are four types of Goodness-of-Fit measures, namely

- Basic goodness of fit
- Absolute fit indices
- Incremental fit indices
- Parsimonious fit indices

Basic goodness of fit is the basis for model measurement indicators, namely Chi-square (X^2), Degrees of freedom. Absolute fit measures measure the overall model fit (both structural models and measurement models together), consisting of: chi-square (X^2), goodness of fit indices (GFI), and root mean square error of approximation (RMSE). Incremental fit indices are measures to compare the proposed model with other models specified by the researcher, consisting of adjusted goodness of fit index (AGFI), norm fit index (NFI), comparative fit index (CFI), incremental fit index (IFI), and relative fit index (RFI), Tucker Lewis Index (TLI).

Parsimonious fit indices make adjustments to fit measurements to be able to compare between models with different numbers of coefficients, consisting of: Akaike's Information Criterion (AIC), Consistent Akaike Information Index (CAII), Expected Cross Validation Index (ECVI), Parsimonious normal fit index (PNFI) and Parsimonius Goodness of Fit Index (PGFI). In empirical research practice, a researcher does not have to meet all the goodness of fit criteria. The use of 3 to 4 goodness of fit criteria is considered sufficient to assess the feasibility of a model on condition that each of the goodness of fit groups, namely absolute fit indices, incremental fit indices and/or parsimonious fit indices are represented (Hair et.al., 2014). Based on data processing in the model, the following results were obtained.

Table 5 Goodness of Fit Criteria

Criteria	Cut-off value	Data Analysis Results	Description	Classification (Fit)
Chisquare	Expected to be small	3685,217	Fit	<i>Absolute fit indices</i>
RMSEA (root mean square error of approximation)	$\leq 0,09$ (Hatcher, 1994)	,107	Marginal	<i>Absolute fit indices</i>
CMIN/DF (the minimum sample discrepancy function/degree of freedom)	≤ 2 (Byrne, 1998) ≤ 5 (Wheaton, 1977)	3,287	Fit	<i>Basic goodness of fit</i>
TLI (Tucker Lewis Index)	≥ 0.90 (Arbuckle, 1997) $\geq 0,95$ (Hair dkk, 1995)	,666	Marginal Fit	
NFI	$\geq 0,80$ (Browne & Cudeck, 1993; Garson, 2006)	,617	Marginal Fit	
CFI (Comparative fit index)	$\geq 0,80$ (Browne & Cudeck, 1993; Garson, 2006)	,695	Marginal Fit	
PRATIO	The higher the better, the usefulness of PRATIO shows a parsimonious fit with a limit of 0-1.	,915	Fit	Parsimonious fit indices.

Hypothesis Test Output Analysis

When the model construct has passed the instrument test and the model is in accordance with the goodness of fit criteria. The next step is the interpretation of the hypothesis test output. The test of the influence between variables can be seen from the P value. In addition, the direction of influence can be seen using the T statistic value.

Table 6 Hypothesis Test Output Analysis

No.	Variable	T Statistics	p	Hypothesis
1.	Servant Leadership → Social Capital	2,996	***	Accepted
2.	Organizational Culture → Social Capital	7,269	***	Accepted
3.	Social Capital → Employee Performance	2,900	,004	Accepted
4	Organizational Culture → Employee Performance	6,784	***	Accepted
5	Servant Leadership → Employee Performance	1,972	,041	Accepted
6	Servant Leadership → Social Capital → Employee Performance	3,123	0.002	Accepted
7	Organizational Performance → Social Capital → Employee Performance	3,606	***	Accepted

** means significant correlation at the 0.05 level; *** means significant correlation at the 0.01 level.

CONCLUSION

Discussion of Data Analysis Results (Hypothesis Proof)

Servant leadership influences Social Capital

The results of the study indicate that servant leadership influences social capital. This can be seen from the results of data processing which show that the p value is said to have an influence when the resulting p value is ≤ 0.05 Statistical Value 2.996 P ***. This shows that servant leadership can support social capital activities. humble, prioritizing the interests of others over self-interest. This is in accordance with the results of the study.

Organizational culture influences Social Capital

The results of the study indicate that organizational culture can influence the impact of social capital. This can be seen from the results of data processing which shows that the p value is said to have an influence when the resulting p value is ≤ 0.05 Statistical Value 7.269, P Value *** This result shows that the organizational culture created in the organization can make employees in the organization able to carry out social capital, The social capital referred to in the study is the ability of a leader to create a network to be able to improve performance so that with a good organizational culture, it can create good social capital.

Social Capital Affects Employee Performance The results of the study show that social capital can affect employee performance. This can be seen from the results of data processing which shows that the p value is said to have an influence when the resulting p value is ≤ 0.05 Statistical Value 2.900 P Value 0.004. The results of this study indicate that with social capital carried out by leaders in the organization can improve employee performance. . This is in accordance with the results of previous studies.

Organizational Culture Affects The Performance Of Cooperative Employees

The results of the study indicate that organizational culture can affect the performance of cooperative employees. This can be seen from the results of data processing which shows that the p value is said to have an influence when the resulting p value is ≤ 0.05 Statistical Value 6.784 P Value ***. This shows that the organizational culture created in the Cooperative can improve the performance of cooperative employees. The dimensions used in this study are The results of the study are supported by previous studies.

Servant Leadership affects Employee Performance

The results of the study indicate that social capital can affect employee performance. This can be seen from the results of data processing which show that the p value is said to have an influence when the resulting p value is ≤ 0.05 Statistical Value 1.972 P Value 0.41 The results of this study indicate that servant leadership carried out in organizations can improve employee performance.

LIMITATION

The weakness in this study is that only a few variables are used and the time used in the study is very short.

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