



Implementation Of The Cooperative Performance Resilience Model Through Servant Leadership, Organizational Culture, And Social Capital At The Bintang 88 Muda Cooperative

¹⁾ Adriana Madya Marampa ; ²⁾ Helba Rundupadang ³

^{1,2)} Fakultas Ekonomi, Universitas Kristen Indonesia Toraja

Email: ¹⁾ marampaadriana09@gmail.com

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ABSTRACT

The type of research used in this study is quantitative research. The sample in this study was 40 employees at the Bintang 88 cooperative. The scale used in this study was an ordinal scale. The data collection technique used in this study was purposive random sampling. The data analysis technique used in this study was SEM PLS. The results of this study indicate that there is a relationship between social capital and the resilience of cooperative performance, social capital influences the resilience of cooperative performance, servant leadership influences the resilience of cooperative performance

INTRODUCTION

Cooperatives aim to advance the welfare of members in particular and society in general, and to contribute to building a national economic order in order to create a progressive, just, and prosperous society based on Pancasila and the 1945 Constitution. (Law of the Republic of Indonesia Number 25 of 1992 concerning Cooperatives: Article 3 Cooperatives are crucial economic institutions for the growth and development of a people-based nation. As organizations owned and managed by their members, cooperatives uphold the principles of economic democracy, justice, and shared prosperity. Employee cooperatives are one form of cooperative. These cooperatives typically aim to improve the welfare of their members by providing services such as savings and loans, providing daily necessities, and other facilities that support the socio-economic well-being of employees.

In the Toraja region, cooperatives serve not only as economic entities but also as social institutions rooted in the values of togetherness and mutual cooperation. As organizations owned and managed by their members, cooperatives uphold the principles of economic democracy, justice, and shared prosperity. Cooperatives, as the center of the people's economy, face the challenge of realizing cooperatives as resilient business entities capable of implementing the principles of Indonesian cooperatives and achieving their mission of empowering the people's economy. The results of study Husnul Khotimah (2022) indicate that

social capital can influence individual actions within a group, in this case cooperative members, to create shared benefits, regardless of the expectations of cooperative members. Social capital creates social relationships that can build mutual trust, reciprocity, appreciation and expectations, as well as norms and values, which form an organizational culture.

Based on observations of the Bintang 88 cooperative, the leadership practiced so far has been servant leadership. The Bintang 88 cooperative utilizes servant leadership in developing its cooperative business. Bintang Muda 88 Cooperative is a financial institution engaged in business and savings and loans owned and managed by its members, and aims to improve the welfare of its members. Bintang 88 Cooperative is one of the cooperatives engaged in the financial services sector, the main products owned by Bintang Muda 88 cooperative are savings and loans, student savings, 88 time deposits, Jsbm savings, independent student savings, and agricultural savings. Bintang Muda 88 Cooperative was born and established in the Ne'pasa' tongkonan in Lembang Tumbang Datu, North Sanggalla District on December 6, 2016, pioneered by a young native Toraja man. Bintang Muda 88 Cooperative registered itself with the Tana Toraja Regency Cooperative Office. In an effort to strengthen the performance resilience of the Bintang 88 cooperative, an integrated managerial and social approach is needed. Servant leadership is a highly relevant approach in the cooperative context because it emphasizes service, empowerment, and attention to the needs of members. A cooperative leader who serves is able to create a more inclusive and participatory work climate. Servant leadership is a type of leadership that prioritizes the interests of others, a type of leadership accompanied by a humble attitude and full of patience. Leaders usually apply a certain leadership style to influence the performance of their subordinates. Servant leadership emphasizes a service orientation towards members and stakeholders, building trust and creating a collaborative work environment. In the cooperative context, this approach is in line with the cooperative principles that prioritize members, solidarity, and justice. Servant leadership is crucial in cooperatives because it facilitates cooperative growth. Servant leadership aligns with the principle of family, which fosters a sense of family when all parties within the cooperative demonstrate humility and empathy for one another, including members and management. Leaders position themselves as friends to staff and employees, so that there are no thick boundaries between leaders and employees. But it actually describes a leader who is a servant first, listens to others and helps them grow.

In addition to Servant Leadership applied in cooperatives, organizational culture can improve organizational performance. Organizational culture is very important to implement in cooperatives to improve cooperative performance [4]; [5]. In developing a cooperative, the owner of the Bintang 88 cooperative must have emotional intelligence. Social Capital a skill that must be possessed by every cooperative manager and employee in managing the cooperative so that the cooperative can improve its performance so that the cooperative can compete. Several studies on social capital in the cooperative movement explain that social capital is the primary asset in collective movements to meet economic, social, and cultural needs and aspirations. Trust, as the core of social capital in the cooperative movement, can be built through the values of self-reliance, self-responsibility, democracy, togetherness, equality, and justice (Faedluloh, 2015; Harto, 2018; Chalid, 2012).

LITERATURE REVIEW

Servant Leadership

Servant leadership was first introduced by Robert K. Greenleaf in 1970 in his book, "The Servant as Leader." Robert K. Greenleaf was Vice President of the American Telephone and Telegraph Company (AT&T). According to Greenleaf, servant leadership is about becoming a servant first. It begins with the natural feeling that those who desire to serve must first serve. Servant leadership is a leadership style that prioritizes fulfilling the needs and aspirations of

others, rather than personal interests. Servant leaders are driven by a genuine desire to empower and support those around them. Servant leadership is a new leadership style that emphasizes an enthusiastic attitude toward providing service to others. This service is provided through collaboration with employees, fostering a sense of community and empowering them to share in decisions within an organization.

Social Capital

According to Bourdieu and Wacquant (1992:119) social capital is "the sum of resources, actual or virtual, accumulated by an individual or group due to a durable network of reciprocal relationships of acquaintance and recognition that are more or less institutionalized." Coleman (1995:12) states that social capital is "the ability of people to work together using social concepts to achieve common goals within various organizations and groups." Based on the various opinions above, social capital can be concluded as the resources available in social life in the form of norms, trust, and networks that can encourage cooperation to achieve common goals. The concept of social capital arose from the idea that humans cannot solve their problems independently and require cooperation from various parties (Syahra, 2003). According to Bourdieu, the concept of capital differs among the following: economic capital, social capital, and cultural capital. Essentially, the magnitude of capital depends on the quantity and quality of the network of relationships created. This aligns with several theories that network relationships can accelerate improvements in the economic conditions of a country's population. The pillars of this social capital concept are the existence of social networks, norms, and trust, which act as a glue in building relationships with others. Pierre Bourdieu's capital theory encompasses economic capital, social capital, cultural capital, and symbolic capital [15]. Bourdieu's theoretical principles of capital link the tendency for distributional differences to theories of social reproduction and social space. Capital plays an equally important role as financial capital, physical capital, skills capital, intelligence capital, and intelligence capital.

Organizational Culture

According to Siagian (2007), organizational culture is defined as a shared agreement within an organization that binds everyone within the organization. According to Pearce (2009:483), organizational culture is a group of important assumptions held in common by members of an organization. A strong organizational culture will result in strong shared agreements within the organization. According to Robbins, organizational culture must be understood by all members of the organization to outlast the existence of any individual within the organization. Organizational culture is defined as a collective agreement within an organization that binds everyone within the organization.

METHODS

This study uses a quantitative research type. The number of respondents in this study is 40 people. The population used in this study is 40 people while the sample in this study is 40 people. The characteristics of the responses in this study are 15 women and 20 men. The data collection technique used in this study is purposive random sampling, namely by determining the sample in the study are employees who have been permanent employees for at least 1 year. This study uses an ordinal scale to find out how the relationship between variables in the study. The research method is by distributing questionnaires to 40 people. The variables used in this study are social capital, organizational culture and cooperative performance resilience. The analysis technique used in the research at the Bintang 88 Cooperative was SEMPLS.

RESULTS

The Bintang 88 Cooperative is one of the cooperatives in Tana Toraja. The results show that organizational culture influences cooperative performance, and social capital also influences cooperative performance. Partial Least Squares (PLS) Model Scheme In this study, the hypothesis testing used the Partial Least Squares (PLS) analysis technique with the smartPLS program version 4.1.0. The following is a schematic of the proposed PLS model.

Analysis Results Using SEM-PLS The presentation of analysis output using SEM-PLS can be divided into several sections: measurement model analysis, structure model analysis, and hypothesis analysis. Outer Model Analysis (Measurement Model)

The Following Is A Schematic Of The Proposed PLS Program Model

The stages in the SmartPLS analysis evaluate the outer reflective model using four criteria: testing the validity and reliability of the variables by examining Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) for each variable. The four testing criteria are as follows:

1. Convergent Validity: An indicator is considered valid if the coefficient value is >0.50 . The factor loadings in this study for all indicator variables have values >0.70 .
2. This means the indicator can be considered valid.
3. Discriminant Validity: A variable is considered valid if the Average Variance Extracted (AVE) for each variable is >0.50 .
4. Composite Reliability: A variable is considered reliable if the Composite Reliability of each variable is >0.70 .
5. Cronbach's Alpha: A variable is considered reliable if the Cronbach's Alpha of each variable is >0.70 .

Convergent Validity

To test convergent validity, the outer loading or factor loading values are used. An indicator is considered to meet convergent validity in the good category if the outer loadings are >0.50 . The following are the outer loading values for each indicator in the research variables:

Convergent validity essentially serves to test the validity of the indicators used to measure variables. An indicator is accepted if the outer loading value is above 0.50 (Ghozali, 2012; Hair et al., 2017), as shown in the following table:

Table 1 Convergent Validity

	Loading Factor
BO1	0.824
BO12	0.753
BO13	0.871
BO15	0.765
BO16	0.649
BO2	0.862
BO3	0.786
BO4	0.808
BO5	0.734
BO6	0.890
BO7	0.882
BO8	0.863
BO9	0.719

KE1	0.775
KE2	0.777
KE7	0.624
KE8	0.893
KM1	0.829
KM17	0.835
KM4	0.829
KM5	0.682
KM7	0.848
KM8	0.852
KO10	0.595
KO4	0.817
KO6	0.806
KO7	0.815
KO9	0.828

Source: Processed primary data, 2025

The table above shows that all indicators are >0.5 . Loading factors that are <0.5 must be eliminated from the model because they have indicator values. Furthermore, the convergent validity value can be seen based on the Average Variance Extracted (AVE) value, where each construct must be above >0.5 . According to Fornell and Larcker (1981), the AVE value is allowed to be <0.5 as long as the Composite Reliability value is >0.6 . However, the AVE value in this study is >0.5 and CR >0.6 , as shown in the table below. Analysis Results using SEM-PLS The presentation of analysis output using SEM-PLS can be divided into several sections: measurement model analysis, structure model analysis, and hypotheses. Outer Model Analysis (Measurement Model) Convergent Validity Convergent validity serves to test the validity of the indicators used to measure variables. An indicator is accepted if the outer loading value is above 0.50 (Ghozali, 2012; Hair et al., 2017), as shown in the following table.

Table 2

	Loading Factor
BO1	0.824
BO12	0.753
BO13	0.871
BO15	0.765
BO16	0.649
BO2	0.862
BO3	0.786
BO4	0.808
BO5	0.734
BO6	0.890
BO7	0.882
BO8	0.863
BO9	0.719
MS1	0.775
MS2	0.777

MS7	0.624
MS8	0.893
KM1	0.829
KM17	0.835
KM4	0.829
KM5	0.682
KM7	0.848
KM8	0.852
KO10	0.595
KO4	0.817
KO6	0.806
KO7	0.815
KO9	0.828

Source: Processed primary data, 2025

The table above shows that all indicators are >0.5 . Factor loadings <0.5 must be eliminated from the model because they have indicator values. Furthermore, convergent validity can be determined based on the Average Variance Extracted (AVE) value, where each construct must be above >0.5 . According to Fornell and Larcker (1981), the AVE value is allowed to be <0.5 as long as the Composite Reliability value is >0.6 . However, the AVE value in this study was >0.5 and CR >0.6 as shown in the table below.

Average Variance Extracted (AVE)

Table 3 Average Variance Extracted (AVE)

	Composite Reliability	Average Variance Extracted (AVE)
Culture Organization	0.959	0.646
Social Capital	0.854	0.598
Servant Leadership	0.922	0.664
Cooperative Performance Resilience	0.883	0.604

Source: Primary data processed 2025

Discriminant Validity

Discriminant validity is used to test whether each concept of each latent variable is different from other variables. A model has good discriminant validity if the correlation value of the construct with the measurement item is greater than the correlation value with other constructs (Ghozali and Latan, 2015). This study uses HTMT to test discriminant validity. According to Gold et al. (2001), the Heterotrait Monotrait Ratio of Correlation (HTMT) has high sensitivity in assessing discriminant factors. HTMT is acceptable if its value is less than 0.85 or 0.90. The results of the HTMT test are as follows:

Table 4

	Organisational Culture	Social Capital	Servant Leadership
Social Capital	0.898		
Servant Leadership	0.794	0.792	
Cooperative Performance Resilience	0.864	0.824	0.852

Reliability Test

The next analysis to ensure there were no reliability measurement issues was to examine the Cronbach's alpha value. This is intended to evaluate the outer model or test for unidimensionality. The cut-off value used in this measurement is Cronbach's alpha > 0.5 (Hair et al., 2017), as shown in the following output table.

Table 5 Cronbach Alpha

	Cronbach's Alpha
Culture Organization	0.953
Social Capital	0.772
Servant Leadership	0.898
Cooperative Resilience	0.835

Formative Model Analysis

According to Ghozali and Latan (2015), the collinearity test for formative constructs is absolutely necessary to calculate the Variance Inflation Factor (VIF). The cut-off value for the VIF must be <10. The results of the collinearity test are as in the table below.

Table 6 Uji Kolinieritas

	VIF
BO1	7.209
BO12	3.065
BO13	4.313
BO15	3.259
BO16	2.238
BO2	9.314
BO3	3.603
BO4	3.366
BO5	2.690
BO6	5.739
BO7	6.087
BO8	4.430
BO9	3.301
KE1	1.878
KE2	1.646
KE7	1.534
KE8	2.352
KM1	2.185
KM17	3.623
KM4	2.546
KM5	2.156
KM7	2.527
KM8	3.451
KO10	1.331
KO4	1.934

KO6	2.002
KO7	1.949
KO9	2.106

Source: Processed primary data, 2025

Structural Model Analysis (Inner Model)

The inner model, or structural model analysis, is used to ensure the model is accurate and robust. The inner model value can be seen through the R-square and F-square values, which are then processed to determine their predictive relevance.

Table 7 R-square Value

	R Square Adjusted
Cooperative Performacne Resilience	0.726

Source: Processed primary data, 2025

R-square is indicated as low if <0.5 and high if >0.5 (Hair et al., 2017).

Tabel 8 F Square

	Cooperative Performacne Resilience
Culture Orgniazation	0.126
Social Capital	0.143
Servant Leadership	0.138
Average	0.136

Prediction relevance (Q-square), also known as Stone-Geisser's, is used to determine predictive capability using the blindfolding procedure. If the obtained values are (≥ 0.02 , small; ≥ 0.15 , medium; ≥ 0.35 , large) (Gozali, 2006; Jaya et al., 2008), the model is considered reliable.

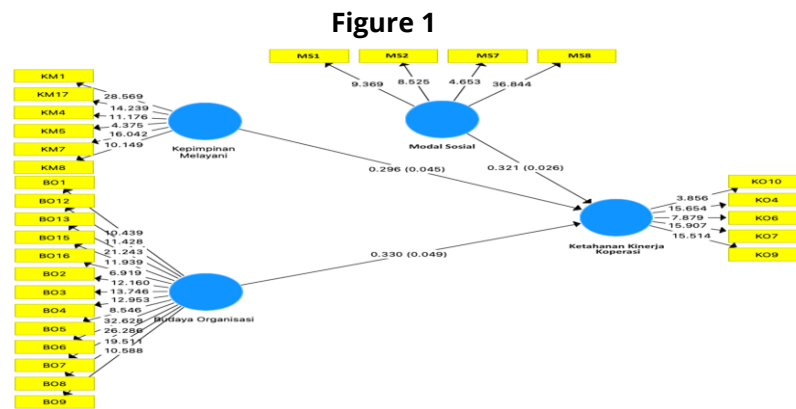
Table 9

	Value	Cut off Value	Conculusion
R Square	0.689	0 -1	Large
F Square	0.216	≥ 0.02 small; ≥ 0.15 medium; ≥ 0.35 large	Large
Q Square	0.594	≥ 0.02 small; ≥ 0.15 medium; ≥ 0.35 large	Large
Conclusion	The indicator dominance indicates that the model's suitability is high.		Large

Source: Processed primary data, 2025

Hypothesis Analysis

If the entire series of outer and inner model analyses are clear, the next stage is hypothesis analysis, or the influence of the independent variables on the dependent variable. This research model consists of a direct and mediation model, as shown in the following figure.

**Table 10 Hypothesis Test Results**

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Culture Organization -> Cooperative Performacne Resilience	0.330	1.657	0.049
Social Capital > Cooperative Performacne Resilience	0.321	1.940	0.026
Servant Leadership -> Cooperative Performacne Resilience	0.296	1.701	0.045

Source: Processed primary data, 2025

DISCUSSION

Test results are considered significant if the p-value is <0.05 . If the effect is significant, the magnitude of the effect can be determined by the coefficient value. Positive or negative values do not indicate large or small, but rather indicate the direction of the effect, whether positive or negative. Based on the results of data analysis, this study shows that social capital influences the resilience of cooperative performance. This can be seen from the SEM PLS analysis results, which showed a value of $1.940 < 0.02$. These results align with research findings that Research Husnul Khotimah (2022) findings indicate that social capital influences the actions of individuals within a group, specifically cooperative members, to create shared benefits, regardless of the members' expectations. Social capital creates social relationships that foster mutual trust, reciprocity, appreciation, and expectations, as well as norms and values, which constitute an organizational culture. Social capital is the level of trust, communication, and cooperation within a cooperative and is the ultimate determinant of the success of the economic and human capital invested in the cooperative. Servant leadership influences the performance resilience of cooperatives. This can be seen from the SEM PLS analysis results, which showed a value of $1.701 < 0.045$. This study by Marampa (2024) shows that servant leadership influences the performance resilience of cooperatives. The indicators of servant leadership used in this study are patience, humility, friendliness, and empathy. Organizational culture influences the performance resilience of the Bintang 88 Muda cooperative. This can be seen from the SEM PLS analysis results, which showed a value of $1.940 < 0.025$. This can be seen in the results of Aliansyah's 2021 study, which showed that organizational culture influences the performance resilience of cooperatives. This can be seen from the SEM PLS analysis results, which showed a value of $1.657 < 0.046$.

The organizational culture indicator used in this study is the organizational culture implemented in the Bintang 88 cooperative, namely the "sangkar" culture. The "sangkar" culture demonstrates an attitude of mutual assistance among cooperative members, lifting each other up for the cooperative's progress.

CONCLUSION

The results of the study indicate that a. organizational culture influences the performance resilience of cooperatives, and b. social capital influences the performance resilience of cooperatives. c. Servant Leadership influences the performance resilience of MSMEs.

LIMITATION

A limitation of this study is the limited number of variables used to determine the performance resilience of a cooperative. The time used in this study was very limited, so it was not possible to examine other variables to determine the performance resilience of a cooperative.

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