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The Effect of Human Resource Quality and Competitiveness on Cooperative Organization Performance

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Abstract. An organizational leader must have the right decision-making ability so that the goals and objectives of the organization that have been set can be achieved. The achievement of organizational goals and objectives is one proof that organizational performance is good. Organizational performance is measured by financial and non-financial performance parameters. Effective organizational performance will help the organization gain a substantial competitive advantage. A cooperative is a non-profit organization that provides services to its members just like a bank. The performance of cooperative organizations is not only focused on financial performance, because in its operations cooperatives carry out social values. This study aims to determine the effect of Human Resource Quality and Competitiveness on Organizational Performance in Cooperative X. This research method uses an associative research approach with sampling carried out using unsaturated sampling techniques. The number of samples is equal to the total population of 21 people. Primary data were collected using the help of research instruments in the form of questionnaires with assessment intervals of 1-4. The independent variable in the study is represented by the quality of human resources (X1) and competitiveness (X2), while the dependent variable is represented by organizational performance (Y). The results showed that the research data were normally distributed because L count > from L table (0.0929 > 0.1953) with a confidence level of 0.05. The quality of human resources significantly affects organizational performance in Cooperative X as evidenced by a signification value of 0.047 > 0.05; while competitiveness has an insignificant influence on organizational performance as evidenced by a signification value of 9.692 > 0.05. Multiple linear equations are formulated . Based on simultaneous tests, it was obtained that the null hypothesis was accepted as evidenced by a signification value of $y_i = 6{,}729279 + 0{,}059381X1 + 0{,}748712X2 0.0478$ < 0.05. This means that the variables of human resource quality and competitiveness simultaneously have a significant effect on organizational performance in Cooperative X.

Key words: human resources, competitiveness, organizational performance, cooperative

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INTRODUCTION

An organizational leader has the burden of responsibility to lead the organization to be able to achieve the goals and objectives that the organization has set. Organizational performance is briefly described by the realization of organizational goals. Therefore, an organization must have measurable goals as integral to employee engagement and commitment to its organization. There are several ways that can be used to measure the performance of an organization, including through financial benefits, profitability, and organizational learning. The achievement of performance in an organization directly weighs on the leader of the organization because the leader of the organization is required to be able to decide and implement the decisions that have been taken in order to have a positive impact on the achievement of organizational goals and objectives (Rehman et al., 2019; Abubakar et al., 2019; Abubakar et al., 2019).

Organizational performance will be profit-oriented as a form of actual achievement of organizational goals and objectives. In addition, organizational performance can also take the form of achievement of the organization's vision and mission. Organizational performance is divided into two, namely financial performance and non-financial performance. The financial performance of an organization is assessed based on indicators of return on investment (RoA), the amount of profit, earnings per share, and others. While non-financial performance can be measured by marketing effectiveness, product quality, and others. There are many models and frameworks that explain the factors that make an organization perform well. However, many of these models and frameworks have not been tested in longitudinal studies to evaluate whether or not they can properly improve organizational performance in a sustainable manner (Tjahjadi et al., 2019; de Waal, 2020).

The long-term success and competitive advantage of an organization is influenced by human resources. Because, human resources are organizational resources that cannot be imitated. Therefore it is very important to ensure that human resources in the organization carry out activities voluntarily. One of the success of the organization is influenced by employee motivation in working. Man is the object of the goal of building an organization. As per the concept of mobilization and resource allocation states that every development depends on humans themselves, so the issue of human resource development is the main investment. Not only depends on the quality of human resources, the success of an organization also depends on effective personnel management. The ability to adapt to various challenges and the external environment must be supported by human resources who have the ability and behavior in accordance with the organizational strategy and goals that have been set, so that the organization must regulate the behavior of its organizational members. Today, the main challenge of organizations in building the intellectual capital of their employees is to understand how the organization is able to facilitate the exchange of knowledge between employees well while ensuring that the knowledge shared will contribute to the progress of the organization. So, organizations not only need employees who are able to work, but those who are trained in their fields. For this reason, the organization facilitates training programs for employees to increase productivity, adapt to new environments, and have the ability to make decisions and solve organizational problems (Ozkeser, 2019; Kooli &; Abadli, 2022; Aboramadan et al., 2020; Hendri, 2019; Muhammed &; Zaim, 2020).

Increasingly fierce competition in the business world, an organization needs a leader (manager) who has the ability to create new ways so that the organization's human resources are more optimal to face all threats and obstacles that are very competitive in the market. Investment in human resources made by an organization will have a good impact on better organizational performance. Human resources are the root of knowledge and skills that can be used to take advantage of business opportunities. Human resource development should be more focused on increasing productivity and efficiency. Because today's competition demands the quality of strong human resources as managers and implementers in an organization. The direction of human resource development must be directed to have a high work ethic, productive, creative, and disciplined. According to the findings of the human resource planning program will provide good results in achieving the strategic goals of the organization and increasing the effectiveness of organizational performance. Effective organizational performance will help the organization gain a substantial competitive advantage (Mousa &; Othman, 2020; Yusliza et al., 2020; Werdhiastutie et al., 2020; Chakraborty &; Biswas, 2019; George et al., 2019).

A company's reputation is based on a set of attributes assigned to an organization that are in the form of the organization's past actions and capabilities to improve business results over time. In addition, an organization's reputation improves financial health, quality products and services, and market competitiveness. Based on stakeholder theory, the main importance of the existence of organizations is for the welfare of stakeholders, so organizations must make every effort to take advantage of opportunities in the competitive business world to improve organizational performance. Based on stakeholder theory also explains that organizational competitiveness is influenced by environmental, social, and organizational governance disclosures because organizations have a responsibility and ethical behavior to improve people's welfare that will result in better value and performance. According to the results of the study (K. Singh &; Misra, 2021; K. Singh &; Misra, 2021; Mohammad &; Wasiuzzaman, 2021; Otoo, 2019) revealed that some human resource management practices have an impact on organizational performance through their influence on employee competence and employee competence mediates the relationship between human resources and organizational performance. Research found another factor that affects organizational performance, namely the performance management system. Complementing the findings of previous studies, the study found that the level of employee engagement in knowledge-sharing behavior with fellow co-workers and the presence of leadership support from managers positively impacts the success of organizational knowledge management which can then positively affect organizational innovation performance and organizational financial performance (Tjahjadi et al., 2019; Muhammed &; Zaim, 2020).

Competitiveness is closely related to sustainability innovation. Sustainability innovation reflects innovations that are able to improve organizational performance in a sustainable manner that includes environmental, economic, and social sustainability. Sustainability innovation can be related to products, processes, services, to business models. But the impact of these sustainability innovations is debatable. According to the traditional view, sustainability innovation causes competitiveness to decline. Whereas according to the revisionist view, innovation leads to increased competitiveness. Competitiveness in the business world is inseparable from organizational culture because almost all business developments are carried out through a culture of high performance. Organizational culture will significantly influence employee attitudes and contribute greatly to the improvement of organizational performance. An organization must optimize their position to gain a competitive advantage in order to compete, survive, and succeed in the marketplace. Because this competitive advantage will help organizations increase sales so that they need the right strategy to face all challenges by starting to analyze in terms of strengths, weaknesses, opportunities, and threats so that the strategy applied is effective and appropriate. Organizations not only formulate, select, and implement strategies, but they must also identify, measure to improve the performance of the organization's resources. Research findings (Hermundsdottir &; Aspelund, 2021; Azeem et al., 2021; Elrehail et al., 2020; Oliveira et al., 2021; Rasool et al., 2019) that organizational innovation is proven to mediate human resource management and organizational performance. To be able to compete, organizations must have a competitive advantage by creating positive value equal to or even exceeding their competitors. This is evidenced by research that (Wang, 2019; U. U. Rehman &; Iqbal, 2020; Udriyah et al., 2019) market orientation and innovation have a positive and significant effect on competitiveness partially, so that both factors affect organizational performance. Organizations can use organizational innovation to obtain information related to markets, consumers, competitors, and the future progress of their organization. Pambreni et al., (2019) in his research concluded that organizations are encouraged to implement employee engagement programs in improving the performance, growth and competitiveness of the organization, both in regional and international markets.

Financial institutions are important actors in the global economy that require customer trust, good reputation and image, and profitability. Cooperatives are one of the financial institutions. A cooperative is a non-profit organization that provides services to its members just like a bank. The difference between the two lies in that shareholder-based commercial banks seek to maximize profits, whereas cooperative-oriented do not seek to maximize profits but rather generate profits to raise capital and fund long-term growth. According to Bătae et al., (2021); McKillop et al., (2020) *the International Cooperative Alliance* (ICA) defines a cooperative as a business that is owned and run by and for its members, so that all members have equal rights, including profits. Cooperatives become businesses driven not only by profit, but by the values of help, responsibility, democracy, equality, and solidarity. Capital structure is determined by debt and equity. When compared to corporations, most cooperatives are companies financed by allocated and redeemable member equity. Cooperatives therefore have a heavy reliance on safeguards that are maintained to fund future growth opportunities (Guzmán et al., 2020; Grashuis &; Ye, 2019).

Cooperatives have four principles that make up their institutional structure as well as distinguish between commercial banks and cooperatives. Self-help: cooperatives are owned by members and governed by members of the organization to achieve predetermined economic and social goals. Identity: the majority of cooperative membership is concentrated at the local level and serves the financial needs of individuals, groups, and small companies. Democracy: each member has one vote (regardless of the number of shares owned) thus reducing the ability of each member to exert influence and control the direction of the institution. Cooperation between cooperatives: cooperatives are small financial organizations and usually they do not compete with each other so they take advantage of this situation by forming cooperation (Guzmán et al., 2020; McKillop et al., 2020) .

These four principles provide potential benefits for cooperatives. First, the savings member and the borrower member in the cooperative membership are as owners, so the two have a close attachment to their fate. This helps mitigate the conflict between the two. Second, membership is structured based on the similarity of identity (geographical location), so that information asymmetry is reduced and is able to produce good loan decisions. Third, deposit members tend to save when experiencing periods of economic uncertainty, so retail funding is stable. Fourth, employee remuneration is not directly related to profits, so management can be more careful in behaving (McKillop et al., 2020; van Rijn et al., 2023).

There are several weaknesses to the organizational structure of cooperatives. First, the transfer to the reserve of profits is the main, or even the only source of capital accumulation for the cooperative. Second, no externally owned capital and no traded ownership rights so that cooperatives do not face discipline from the market in ownership and control of the organization. Non-tradable and unappreciable cooperative holdings can create a tension between the desire to patronize and the obligation to manage capital. Third, cooperative members do not have enough involvement in monitoring because their ability to exercise control is weak and the potential rewards are low due to the one-member-one-vote system. In this situation, agency costs are high and have an impact on the efficiency and performance of cooperatives. Management can choose greater opportunities to make discretionary expenditures and pursue managerial salaries (Grashuis &; Ye, 2019; (McKillop et al., 2020).

Measurement of the performance of cooperative organizations can not fully use financial indicators. This is because it is not suitable for cooperative organizations because cooperatives are not entirely financial institutions but their operations also contain social elements. Therefore, measuring the performance of cooperative organizations holistically requires non-financial performance measurement. To improve organizational performance, it requires the implementation and implementation of effective business strategies in order to be able to capture signals of opportunities in the market, so that an organization will excel in performance competition and be able to achieve the competitive advantage needed by the market. According Mutiarni et al., (2022) ; Alrowwad et al., (2020); Kyazze et al., (2020) to policy makers and managers, cooperatives should not only look at financial performance indicators, but focus critically on non-financial performance measures, such as honesty, bonding, and trust to be balanced. Cooperative practices such as accountability, cooperative ownership, and advanced communication are important to use as decision-making considerations in cooperatives.

In this study, two null hypotheses were formulated which will be tested with a signification level of 0.05. The null hypothesis formulated is 1) H01: the quality of human resources has a significant effect on the performance of cooperative organizations, 2) H02: competitiveness has a significant effect on the performance of cooperative organizations, and 3) H03: The quality of human resources and competitiveness have a significant effect on the performance of cooperative organizations simultaneously. To find out whether the null hypothesis is accepted or rejected, statistical tests will be carried out.

METHOD

This research method uses an associative research approach. This study seeks to analyze the influence between the quality of human resources and competitiveness with the performance of cooperative organizations. The research was conducted at Cooperative X, so the study population was all employees of Cooperative X which amounted to 21 people. Sampling is done by saturated sampling techniques, then the entire population will be a research sample or respondent. The primary data of the study was collected through the distribution of questionnaires to all 21 research respondents. The level of respondents' answers to statements in the questionnaire was measured using a Likert scale with intervals of 1-4. A score of 1 for strongly disagree answers, a value of 2 for disagree answers, a value of 3 for affirmative answers, and a value of 4 for strongly agreeable answers. Data analysis is carried out by statistical analysis techniques. Data normality tests are performed with the liliefors technique.

The variables in this study are divided into two, namely the independent variable symbolized by X and the dependent variable symbolized by Y. The purpose of this study is to determine the effect of human resource quality (X1) and competitiveness (X2) on the performance of cooperative organizations (Y).

The relationship between the research variables above is illustrated in Figure 1.

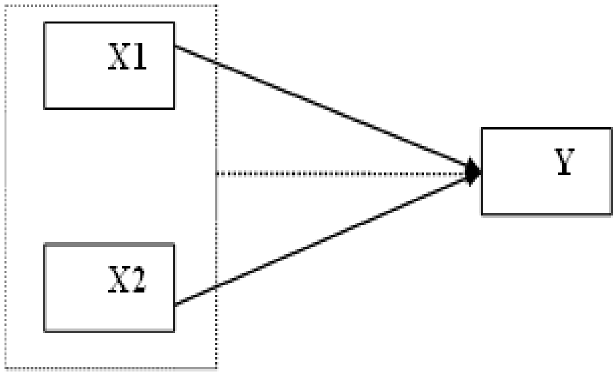

Figure 1. Conceptual Framework

Information :
X1 : Quality of Human Resources
X2 : Competitiveness
Y : Performance of cooperative organizations
$\longrightarrow$: Partial effect
$\dashrightarrow$: Simultaneous influence

1. Multiple linear regression

Regression analysis Efendi et al., (2020) according to is a statistical analysis technique used to examine and model relationships between research variables. Linear regression analysis involves two connected components, namely the response variable or dependent variable and the predictor variable or independent variable. In a simple linear regression model consists of one response variable and one predictor variable. While multiple linear regression is presented to cover the weaknesses of simple linear regression. The general model of multiple linear regression with p parameter is:

$$y_i = \beta_1 + \beta_2 X_{2i} + \beta_3 X_{3i} + \cdots + \beta_p X_{pi} + \mu_i$$

To estimate the partial multiple regression coefficient () can use the β_1*Ordinary Least Square* (OLS) method. One of the procedures is to determine the value of the sum squared of the residual where the value is unknown and is sought which has the smallest value . $\sum \mu_i^2$ (Kurniawan &; Yuniarto, 2016).

2. Test F

According to Test F, it is known as a simultaneous test aimed at seeing the effect of the independent variable simultaneously on the dependent variable. The F test is performed by comparing the F count with the F table. If F count is greater than F of the table then the null hypothesis is rejected so that the alternative hypothesis is accepted. Conversely, if F count is smaller than F of the table, then the null hypothesis is accepted so that the alternative hypothesis is rejected (Sari et al., 2023).

The F test can use the formulation:

$$F_0 = \frac{R^2(n-k-1)}{k(1-R^2)} \text{ or } F_0 = \frac{\frac{R^2(\sum y^2)}{k}}{\frac{(1-R^2)(\sum y^2)}{n-k-1}}$$

3. Partial Significance Test (T Test)

According to the partial significance test, it is carried out to see the influence of each independent variable on the dependent variable. The hypotheses used are: (Kurniawan &; Yuniarto, 2016).

$$H_0: \beta k = 0$$

$$H_0: \beta k \neq 0 \; untuk \; k = 1,2,\ldots,p-1$$

This null hypothesis shows that the independent variable has no significant effect on the independent variable and the alternative hypothesis will show that the independent variable tested has a significant effect on the dependent variable. The test statistics used are:

$$t^* = \frac{b_k}{s\{b_k\}}$$

The decision that can be taken can be obtained from the comparison of the calculated t value with the table t value or can be made by looking at the significance value. According to the Partial test usually uses a confidence level (α) equal to 5% or 10% (Nursiyono &; Nadeak, 2016).

RESULTS AND DISCUSSION

A regression model that satisfies the normality assumption if the histogram shows a normal distribution pattern in which the probability plot lies around a diagonal line. In addition, based on the data normality test carried out with the liliefors technique, the value of L was calculated < from the L table (0.0929 < 0.1953) with a confidence level of 0.05. Based on these results, it was obtained that the research data was normally distributed. The distribution pattern of data distribution is seen in Figure 2.

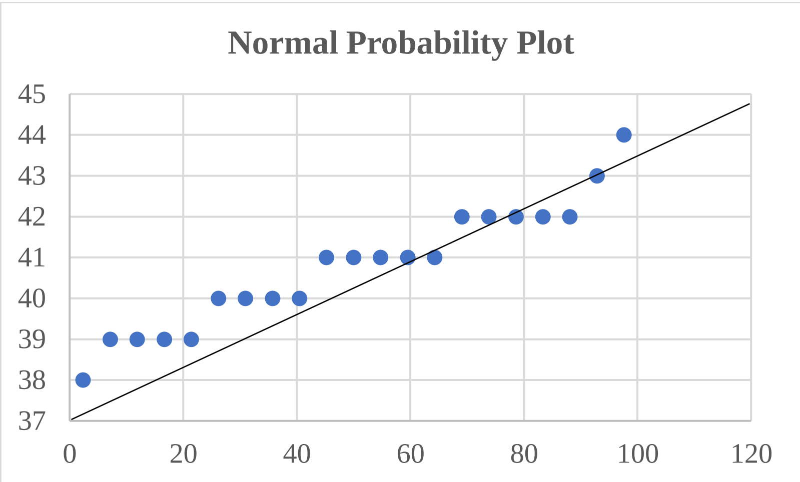

Figure 2. Normality Test Results

Table 2. *Normal Probability Statistics*

Normal Probability Statistics	
Average	5,75201
Standard deviation	0,740426893
Sample	21
L Max (count)	0,0929
L table (0.05)	0,1953

Based on the results of multiple linear regression tests, the following results are obtained:

Table 1. Multiple Linear Regression Test

	Coefficients	***Standard Error***	***t Stat***	***P-value***
Intercept	6,729279	5,675253	1,185723	0,251148868
Quality of Human Resources (X1)	0,059381	0,105061	0,565205	0,047891171
Competitiveness (X2)	0,748712	0,10329	7,248671	9.69E-07

a. Predictor : Human Resource Quality, Competitiveness
b. Response: Cooperative Organization Performance

In accordance with the initial equation of multiple linear regression, the resulting multiple linear regression equation is $y_i = \beta_1 + \beta_2 X_{2i} + \beta_3 X_{3i} + \cdots + \beta_p X_{pi} + \mu_i$

$y_i = \beta_1 + \beta_2 X_{2i} + \beta_3 X_{3i} + \mu_i$

$y_i = 6{,}729279 + 0{,}059381X1 + 0{,}748712X2$

Based on the equation can be explained as follows:

a. If the Cooperative Organization Performance variable (Y) is not influenced by the Human Resource Quality variable (X1) and the Competitiveness variable (X2) or is zero, then the average performance of the cooperative organization has a value of 6.729279.
b. There is a unidirectional relationship between the Quality of Human Resources (X1) and the Performance of Cooperative Organizations (Y) because a regression coefficient with a positive value is obtained. The regression coefficient of the Human Resource Quality variable (X1) is obtained 0.059381 which means that each increase in variable X1 by one unit causes an increase of 0.059381 in variable Y.
c. There is a unidirectional relationship between Competitiveness (X2) and Cooperative Organization Performance (Y) and each increase in variable X2 will cause an increase of 0.748712 in variable Y.
d. Based on P-Value, the Human Resource Quality variable has a significance value of 0.047 > 0.05, then the Human Resources variable (X1) significantly affects the Performance of the Cooperative Organization (Y). So, the null hypothesis is accepted and the alternative hypothesis is rejected.
e. The P-Value of the Competitiveness variable has a significance value of 9.692 > 0.05, so the Competitiveness variable (X2) does not significantly affect the Performance of the Cooperative Organization (Y). So, the null hypothesis is rejected and the alternative hypothesis is accepted.

The resulting coefficient of determination R2 is as follows:

Table 2. Multiple Linear Regression Test

Regression Statistics	
Multiple R	0,872151
R Square	0,760647
Adjusted R Square	0,734052
Standard Error	0,780478
Observations	21

a. Predictor : Human Resource Quality, Competitiveness
b. Response: Cooperative Organization Performance

Based on the results of the coefficient of determination test in Table 2. Obtained an adjusted R square value of 0.734052. This means that the ability of the variables Human Resource Quality (X1) and Competitiveness (X2) in explaining the Cooperative Organization Performance variable is 73.4% and the remaining 26.6% is explained by variables other than variables X1 and X2 studied in the study.

The correlation coefficient obtained 0.872151 shows that the correlation that occurs between the variables of Human Resource Quality (X1) and Competitiveness (X2) with the variable of Cooperative Organization Performance (Y) is included in the very strong category.

Table 3. Simultaneous Hypothesis Test (F Test)

	Df	***SS***	***MS***	***F***	***Significance F***
Regression	2	34,84488	17,42244	23,60139193	0,047838216
Residuals	18	10,96464	0,609147		
Total	20	45,80952			

a. Predictor : Human Resource Quality, Competitiveness
b. Response: Cooperative Organization Performance

Based on the test results, a calculated F value of 23.60 was obtained with a signification level of 0.0478. The significance value was obtained less than 5% ($p < 0.05$). This shows that the variables Human Resource Quality (X1) and Competitiveness (X2) have a significant influence together on the Cooperative Organization Performance variable (Y). Then it can be concluded that the null hypothesis is accepted and the alternative hypothesis is rejected. So the conclusion is that Human Resource Quality (X1) and Competitiveness (X2) simultaneously have a significant effect on Cooperative Organization Performance (Y).

Human resources are important actors in an organization, whatever the shape, type and size of the organization. This is based because human resources are movers, designers, decision makers who will influence other resources. There is still no evidence that if organizational resources do not work together can still meet organizational goals and objectives. Both human resources and other resources must move together to achieve organizational goals. Organizational performance is multidimensional The achievement of organizational goals is one proof that organizational performance runs well every period. Organizational performance in addition to relating to goals and objectives is also related to the ability of the organization to manage resources appropriately and efficiently. Effective organizational performance will help the organization gain a substantial competitive advantage (Al Kurdi et al., 2020; Leitão et al., 2019). Human resources are one of the factors that make organizations have a competitive advantage. Competitive advantage must also be supported by strategic alignment in order to face competition both at local and international levels (Hamadamin &; Atan, 2019; Sabuhari et al., 2020; Haseeb et al., 2019). Human resources have the capacity to influence the organizational behavior of employees so as to guarantee the achievement of organizational goals (Jawaad et al., 2019). The resource-based view defines an organization as a collection of human, physical, and organizational resources. This resource cannot be replicated as it is the main source of sustainable competitive advantage and higher performance on an ongoing basis (Malik et al., 2020; Saragih et al., 2020).

According to the competitive advantage and superior performance of an organization comes from the organization's resources and special capabilities that cannot be duplicated and cannot be replaced. In the study and explained in the research that organizational managers should not only focus on investing in physical resources but also on non-physical resources in order to be able to create competitive advantages that can improve organizational performance. Resources can be said to be valuable if they can help organizations in developing and implementing strategies to increase their efficiency and effectiveness that cannot be replicated by competitors. The quality of human resources in an organization is also influenced by various factors. Generally influenced by education, age, job satisfaction, and so on. In the study it was explained that the rewards and compensation given by the organization to employees have a significant positive influence on organizational capabilities which will ultimately improve organizational performance (Kiyabo &; Isaga, 2020; Prasetyo &; Kistanti, 2020; Haldorai et al., 2022; Prasetyo &; Kistanti, 2020; S. Rehman et al., 2019. According to the quality of human resources, good will help organizations to cope with changes in the digital era in order to survive and compete (Aina &; Atan, 2020; Setiawan Wibowo et al., 2020; Yong et al., 2020).

Competitiveness arises due to very rapid changes in the economic environment. Such changes are characterized by globalization, increased investor and customer demand, and increased competition in the market. This requires every organization to strive for performance improvement in order to be able to respond to competition while being able to survive in the market. Competitiveness is related to will always be related to innovation, efficiency, and effectiveness. An organization must create value to beat the competition from their competitors in order to stay relevant in the market to meet customer needs. Research explains that open innovation practices are strategic assets that organizations can undertake to achieve sustainable competitive advantage and improve organizational performance levels. Innovation is highly recommended in order to outperform their competitors in the market so that market opportunities can be achieved (Anwar &; Abdullah, 2021; S. K. Singh et al., 2021).

Based on the results of simultaneous tests, it was obtained that the ability of the variables Human Resource Quality (X1) and Competitiveness (X2) in explaining the variables of Cooperative Organization Performance was 73.4% and the remaining 26.6% was explained by other variables that were not tested in this study. Research Olan et al., (2019; Your Rehman et al., (2019) explains that leadership style, innovative culture, and organizational learning can significantly affect organizational performance. These three variables were not tested in this study so it is likely that these variables are part of outside variables that can affect organizational performance.

CONCLUSION

The conclusion that can be obtained is that the quality of human resources (HR) in an organization and competitiveness in the market affect the performance of cooperative organizations. A significant influence is shown by the quality of human resources on organizational performance in Cooperative X. While competitiveness has an influence but not significant on the performance of the Cooperative organization. These two factors were able to explain the performance of cooperative organizations with a percentage of 73.4% and the remaining 26.6% explained that organizational performance was influenced by other factors that were not explained in the study. In addition, according to research (Kyazze et al., 2020) in Uganda, cooperative performance is influenced by cooperative accountability practices, cooperative ownership, and advanced communication.

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