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1.	Dr. Indra Fahmi, Ir., MP.	Dosen Ikopin University Narasumber/Tenaga Ahli LPPM

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**Dr. Hj. Yuanita Indriani, Ir., M.Si., CIPA.**

**Tembusan:**

1. Yth. Wakil Rektor III
2. Yth. Ka. Bag. Kepegawaian
3. Arsip

# Quantitative Analysis of Entrepreneurial Orientation and Managerial Competence on Cooperative Performance in Indonesia

Indra Fahmi

Universitas Koperasi Indonesia; Jatinangor, Indonesia

E-Mail: indrafahmi982@gmail.com

Farida

Universitas Koperasi Indonesia; Jatinangor, Indonesia

E-Mail: farida@ikopin.ac.id

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## ABSTRACT

Several cooperatives in Indonesia have struggled to maintain consistent growth and achieve sustainable performance, facing challenges from market competition, limited managerial capacity, and rapidly changing economic conditions. The declining performance of several cooperatives in Indonesia highlights the need to understand strategic factors that influence organizational effectiveness. This study aims to examine the effects of entrepreneurial orientation and managerial competence on cooperative performance and to assess the mediating role of innovation. Using a mixed-method approach, the research synthesises qualitative and quantitative insights from 32 academic and institutional sources and employs regression and mediation analyses to evaluate six hypotheses. The findings show that entrepreneurial orientation significantly enhances both performance and innovation, with innovation partially mediating this relationship. Meanwhile, managerial competence exerts a strong direct influence on performance but does not demonstrate a significant indirect effect through innovation. These results indicate that entrepreneurial orientation contributes more dynamically to cooperative development through innovation pathways, whereas managerial competence strengthens operational stability. The study provides integrated evidence on the strategic and structural dynamics necessary to improve cooperative performance in Indonesia.

**Keywords:** Cooperative Performance, Entrepreneurial Orientation, Innovation, Managerial Competence, Mediation Analysis.

## ABSTRAK

Sejumlah koperasi di Indonesia kesulitan mempertahankan pertumbuhan yang konsisten dan mencapai kinerja berkelanjutan, menghadapi tantangan dari persaingan pasar, keterbatasan kapasitas manajerial, dan kondisi ekonomi yang berubah dengan cepat. Penurunan kinerja beberapa koperasi di Indonesia menegaskan perlunya pemahaman mengenai faktor strategis yang memengaruhi efektivitas organisasi. Penelitian ini bertujuan menguji pengaruh orientasi kewirausahaan dan kompetensi manajerial terhadap kinerja koperasi serta menilai peran mediasi inovasi. Dengan menggunakan pendekatan metode campuran, penelitian ini mensintesis temuan kualitatif dan kuantitatif dari 32 sumber akademik dan institusional serta menerapkan regresi dan analisis mediasi untuk menguji enam hipotesis. Temuan menunjukkan bahwa orientasi kewirausahaan secara signifikan meningkatkan kinerja dan inovasi, dengan inovasi memediasi sebagian hubungan tersebut. Sementara itu, kompetensi manajerial memberikan pengaruh langsung yang kuat terhadap kinerja, tetapi tidak menunjukkan efek tidak langsung yang signifikan melalui inovasi. Hasil ini mengindikasikan bahwa orientasi kewirausahaan berkontribusi lebih dinamis terhadap pengembangan koperasi melalui jalur inovasi, sedangkan kompetensi manajerial memperkuat stabilitas operasional. Secara keseluruhan, penelitian ini memberikan bukti

*terintegrasi mengenai dinamika strategis dan struktural yang diperlukan untuk meningkatkan kinerja koperasi di Indonesia.*

**Kata kunci:** Kinerja Koperasi, Orientasi Kewirausahaan, Inovasi, Kompetensi Manajerial, Analisis Mediasi.

## INTRODUCTION

Cooperatives have long been recognized as pivotal instruments in fostering inclusive economic development, particularly in emerging economies like Indonesia. Rooted in principles of mutual assistance and democratic governance, cooperatives aim to empower their members economically and socially (Bucos, 2024). Despite their potential, many Indonesian cooperatives face challenges in achieving optimal performance, often attributed to internal managerial inefficiencies and external market pressures. A critical examination of cooperative performance reveals that two interrelated factors, entrepreneurial orientation and managerial competence, play significant roles in determining success (Morshidi & Yusoff, 2024). Entrepreneurial orientation, encompassing innovativeness, proactiveness, and risk-taking, enables cooperatives to adapt to dynamic market conditions and seize new opportunities. Managerial competence, involving strategic planning, leadership, and operational skills, ensures effective implementation of cooperative goals. The synergy between these factors is essential for enhancing cooperative performance and sustainability.

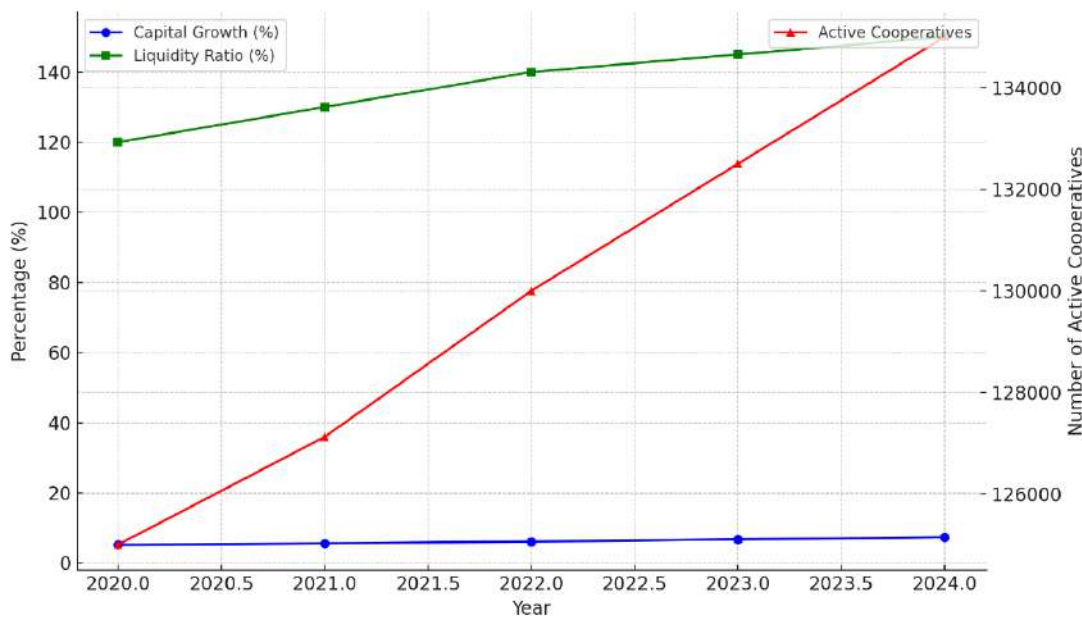
Recent studies highlight the central role of entrepreneurial orientation in strengthening cooperative performance (Rofiaty et al., 2023; Rahmat, 2023). Research on Indonesian MSMEs shows that entrepreneurial orientation enhances business outcomes, especially when supported by knowledge management and innovation (Pratikto, 2023; Lubis et al., 2023). In cooperatives, it fosters adaptability and competitiveness in dynamic market environments. Managerial competence is likewise essential, as evidenced in women's cooperatives in East Java, where competent managers improve member welfare by ensuring effective resource allocation and strategic decision-making. Studies in consumer cooperatives in Malang indicate that both entrepreneurial orientation and knowledge management directly improve performance, with innovation mediating knowledge management more strongly. Findings from Ambon City also reveal that entrepreneurship accounts for a substantial portion of managerial performance, whereas business strategy contributes less significantly. Overall, existing evidence suggests that both entrepreneurial orientation and managerial competence are vital, though their impacts differ depending on organizational context, market conditions, and managerial capabilities. However, comprehensive studies examining their combined influence across varied Indonesian cooperative settings remain limited, leaving gaps in understanding how these factors jointly shape financial performance, member satisfaction, and long-term growth.

Certainly, to provide a comprehensive overview of cooperative performance indicators in Indonesia from 2021 to 2024, we can present the data in a structured table format. This table encapsulates key metrics as outlined in the Ministry of Cooperatives and SMEs' strategic plans and performance reports.

Table 1 illustrates the government's strategic targets and actual achievements over the specified period. Notably, while there has been progress in certain areas, such as the increase in the number of modern cooperatives, some targets, like the national entrepreneurship ratio, have not met the projected goals, indicating areas that require further attention and development. By analyzing these indicators, stakeholders can assess the effectiveness of policies and initiatives aimed at enhancing the cooperative sector's contribution to Indonesia's economy. Continuous monitoring and evaluation are essential to ensure that the cooperative movement aligns with national economic objectives and adapts to evolving challenges. To contextualize the current state of cooperative performance in Indonesia, consider the following data from the Ministry of Cooperatives and SMEs.

**Table 1.** Cooperative Performance Indicators in Indonesia (2021–2024)

Indicator	2021	2022	2023	2024
Contribution of Cooperatives to GDP (%)	5.10%	7.54%	6.07%	11.54%
Contribution of MSMEs to GDP (%)	61.07%	62.36%	Data not specified	65.00%
Contribution of MSMEs to Exports (%)	14.37%	15.12%	Data not specified	21.60%
Number of Modern Cooperatives (units)	100	150	150	500
Number of Start-ups Based on Innovation and Technology (units)	500	900	Data not specified	850
Percentage of MSMEs Upgraded to Higher Class (%)	0.50%	0.55%	Data not specified	3.95%
National Entrepreneurship Ratio (%)	2.89%	3.17%	2.86%	3.95%



**Figure 1.** Cooperative Performance Indicators in Indonesia (2021-2024)

As depicted in Figure 1, there has been a gradual improvement in cooperative performance indicators over the past five years. However, the growth rate remains modest, highlighting the need for targeted interventions to accelerate progress. Understanding the combined effects of entrepreneurial orientation and managerial competence is essential for improving cooperative performance in Indonesia (Chen et al., 2020; Rofiaty et al., 2023; Sulistiyo et al., 2025). Addressing this gap, the study enriches existing knowledge and offers practical guidance for strengthening cooperative management. Future research should employ longitudinal and empirical approaches to clarify these relationships and support more effective policy development.

This study adopts a mixed-method design combining qualitative and quantitative approaches to examine the relationship between entrepreneurial orientation, managerial competence, and cooperative performance. The qualitative component involves a literature review and thematic analysis, while the quantitative component includes statistical synthesis and comparative evaluation of empirical findings drawn from peer-reviewed journals, government reports, and case studies published in the past decade. This triangulated approach strengthens the analysis and enhances understanding of the interactions among key variables. The study's primary objective is to assess how entrepreneurial orientation and managerial competence influence the performance of cooperatives in Indonesia. By synthesising existing research and identifying critical factors and their interrelationships, the study provides actionable insights for policymakers and

cooperative practitioners to develop strategies that improve cooperative effectiveness, resilience, and long-term sustainability.

## LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

### Entrepreneurial Orientation, Managerial Competence, and Performance

The performance of cooperatives in Indonesia is intricately linked to the entrepreneurial orientation of their leaders and the managerial competencies of their administrators. Entrepreneurial Orientation (EO) encompasses innovativeness, proactiveness, and risk-taking behaviors that are essential for organizational adaptability and competitiveness (Corrêa et al., 2022). In the context of Indonesian cooperatives, EO has been shown to significantly influence performance outcomes (Wardhiani et al., 2023; Saputra et al., 2024). For instance, a study on consumer cooperatives in Malang City found that EO directly improves organizational performance, although it does not significantly enhance innovation within these organizations. This suggests that while EO contributes to performance, its impact on fostering innovation may be limited without additional supporting factors. Further, research indicates that EO's effectiveness is amplified when combined with strategic planning and a conducive socio-economic context. A study examining cooperatives in Riau Province highlighted that the interaction between social entrepreneurial orientation, strategic planning, and competitive advantage significantly shapes cooperative performance, moderated by the socio-economic environment. These findings underscore the multifaceted nature of EO's impact on cooperative success.

Managerial competence, defined as the ability to effectively plan, organize, lead, and control organizational resources, is another critical determinant of cooperative performance (Fu'ad & Aminuddin, 2020). In Bandung City, a study revealed that organizational competence and commitment have a significant combined effect on the performance of cooperative human resources, with competence alone accounting for 55.3% of the variance in performance. This highlights the substantial role that managerial skills play in driving cooperative effectiveness. Moreover, enhancing managerial competencies through targeted training and development programs has been shown to improve cooperative governance and sustainability (Bilderback, 2024; Ningsih & Putri, 2024). A recent study emphasizes the importance of adopting comprehensive competency frameworks to optimize organizational outcomes. These frameworks facilitate the identification and cultivation of essential managerial skills, thereby strengthening cooperative performance.

H1: Entrepreneurial orientation has a significant effect on performance.

H2: Managerial competence has a significant effect on performance.

### Entrepreneurial Orientation, Managerial Competence, and Innovation

Innovation has become a critical driver of organizational competitiveness and sustainability in today's dynamic business environment. Understanding the factors that stimulate innovation is essential for firms seeking to maintain competitive advantages and adapt to rapidly changing market conditions. This study identifies two key determinants of innovation: entrepreneurial orientation and managerial competence, both of which play distinct yet complementary roles in fostering innovative capabilities within organizations.

Entrepreneurial orientation represents a firm's strategic posture characterized by proactiveness, risk-taking, and innovativeness (Arzubiaga et al., 2018). Qasim et al. (2025) demonstrate that entrepreneurial orientation significantly impacts innovation performance through knowledge sharing mechanisms in organizations. Similarly, Jang and Lee (2025) confirm that digital entrepreneurial orientation, combined with technology absorptive capacity, positively influences digital innovation and business performance. Furthermore, Susanto et al. (2023) establish that entrepreneurial orientation enhances firm performance through marketing capabilities and strategic resource

utilization. These findings suggest that firms with strong entrepreneurial orientation are better positioned to pursue innovative initiatives and capitalize on emerging opportunities.

Managerial competence encompasses the skills, knowledge, and capabilities that managers possess to effectively lead innovation processes. Hock-Doepgen et al. (2024) reveal that dynamic managerial capabilities serve as critical microfoundations for business model innovation in competitive environments. Additionally, Zhang et al. (2024) demonstrate that dynamic managerial capabilities positively influence business model innovation, particularly in the context of digitalization and organizational transformation. Merín-Rodríguez et al. (2025) further establish that CEOs' dynamic managerial capabilities are essential for driving business model innovation and enhancing export performance in innovative SMEs. The ability of managers to recognize opportunities, mobilize resources, and navigate organizational complexities directly impacts a firm's innovation performance.

H3: Entrepreneurial orientation has a significant effect on innovation.

H4: Managerial competence has a significant effect on innovation.

### **Innovation as a Mediating Variable**

Innovation functions as a key mechanism that converts organizational capabilities into improved performance. However, despite evidence that EO and managerial competence contribute to cooperative performance, research integrating both determinants within a single analytical framework remains limited. As a result, the pathways through which EO and managerial competence influence performance, particularly through innovation as a mediating factor, are not yet clearly understood, especially in the cooperative sector. The mediating role of innovation in the relationship between entrepreneurial orientation and performance has received substantial empirical support. Qasim et al. (2025) demonstrate that knowledge sharing mediates the relationship between entrepreneurial orientation and innovation performance, with the key components of entrepreneurial orientation, innovativeness, proactiveness, and risk-taking positively influencing both innovation performance and knowledge sharing in organizations.

Similarly, Lingfu et al. (2025) reveal that digital innovation significantly mediates the relationships between technology orientation, entrepreneurial orientation, and digital entrepreneurship, confirming that innovation acts as a bridging mechanism that transforms entrepreneurial initiatives into tangible outcomes. Furthermore, Jan et al. (2025) establish that sustainable digital innovation mediates the relationship between entrepreneurial ecosystems and business sustainability performance, translating entrepreneurial resources and opportunities into actual sustainability outcomes. These findings consistently support the proposition that innovation serves as a crucial pathway through which entrepreneurial orientation enhances organizational performance.

Research indicates that innovation often mediates the relationship between managerial competence and performance. Abdelwahed and Alshaikhmubarak (2023) show that willingness to change, entrepreneurial orientation, and entrepreneurial culture mediate this link in SMEs, while other studies highlight that process and product innovation transmit managerial skills into firm performance. Similarly, Adusei et al. (2025) find that green managerial innovativeness enhances green innovation performance via exploitative and exploratory ambidexterity, illustrating the complex pathways through which managerial competence affects innovation outcomes.

H5: Innovation mediates the relationship between entrepreneurial orientation and performance.

H6: Innovation mediates the relationship between managerial competence and performance.

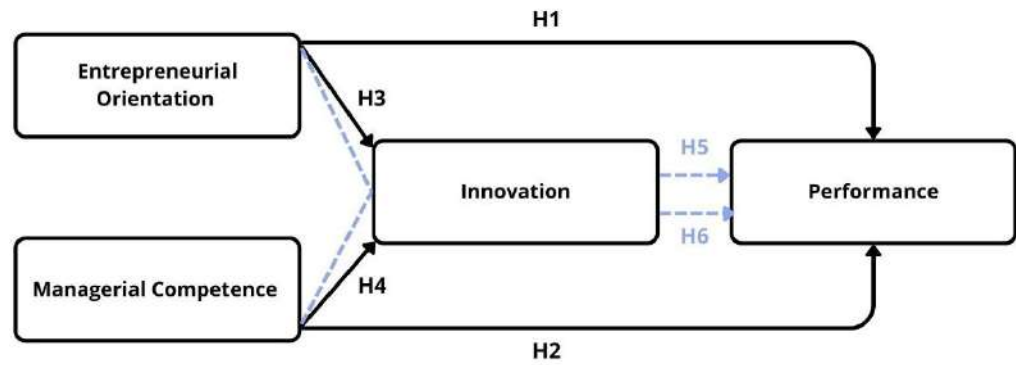


Figure 2. Conceptual Framework

This study examines the relationships between entrepreneurial orientation, managerial competence, innovation, and performance. The model proposes six hypotheses: entrepreneurial orientation and managerial competence directly affect performance (H1, H2) and innovation (H3, H4). Additionally, innovation mediates these relationships by influencing performance (H5, H6). As shown in Figure 2, solid lines represent direct effects, while dashed lines indicate mediation pathways through innovation.

## RESEARCH METHODS

This study uses a mixed-method design, integrating qualitative synthesis with quantitative analysis to examine the relationship between entrepreneurial orientation, managerial competence, and cooperative performance in Indonesia. Although qualitative insights identify conceptual linkages and theoretical patterns, the primary focus is on quantitative analysis, aggregating and testing statistical data from empirical studies. All procedures, from literature sampling to data analysis, are transparently documented to ensure rigor and replicability.

The target population of this study includes academic articles, government publications, and institutional reports on cooperatives, entrepreneurial orientation, managerial competence, and performance outcomes, focusing on Indonesia or similar cooperative economies. The unit of analysis is conceptual, examining constructs and relationships in the literature rather than individual institutions. Purposive sampling was used, selecting peer-reviewed sources and official reports published between 2014 and 2024 to ensure relevance and timeliness. Searches were conducted in databases such as Google Scholar, ResearchGate, JSTOR, ScienceDirect, and national repositories like Garuda Ristek, using keywords including “cooperative performance,” “entrepreneurial orientation,” “managerial competence,” “cooperative Indonesia,” and “human capital in cooperatives.” The sample comprises 60% empirical studies, 25% theoretical analyses, and 15% case studies, including journal articles, government reports (e.g., Ministry of Cooperatives and SMEs, BPS), and doctoral theses or conference proceedings.

Data collection involved systematic literature gathering, selection, and thematic coding. Sources were identified using a structured search strategy for academic databases and gray literature, with inclusion criteria based on relevance to the study constructs (entrepreneurial orientation, managerial competence, cooperative performance), methodological rigor, and contextual alignment with Indonesia or similar cooperative environments. Each document was read, coded, and stored in a literature matrix using NVivo software for qualitative analysis. Thematic categories were assigned to highlight conceptual links and recurring findings among variables. Key themes included: innovation behavior, strategic planning, leadership, cooperative values, and institutional support.

Triangulation of sources, combining academic, governmental, and practical cooperative insights, was employed to enhance reliability. To minimize researcher bias, two independent reviewers conducted inter-coder reliability checks during the thematic coding process, achieving a Cohen’s Kappa coefficient of 0.78, indicating substantial

agreement. In this conceptual study, variables were operationalized through deductive synthesis of literature definitions and measurements. Entrepreneurial Orientation (EO) was assessed via innovativeness, proactiveness, and risk-taking (Sari et al., 2025). Managerial Competence encompasses strategic planning, leadership, financial management, and governance capacity, with indicators such as decision-making, training participation, and accountability (Renaldo et al., 2024; Salem et al., 2024; Shafa, 2025). Cooperative Performance included financial and non-financial measures, such as asset growth, liquidity, member satisfaction, and digital governance, aligned with Indonesia's Ministry of Cooperatives and SMEs standards (2023). These variables were compared, synthesized, and conceptually mapped to identify consistent patterns and correlations across different studies. Validity was ensured through referencing only widely accepted definitions and measurements, while reliability was ensured through replication of findings across diverse sources. Quantitative data were first tested for validity and reliability, ensuring that all measurement instruments were appropriate and consistent. Subsequently, the data were analyzed using SPSS to perform regression and mediation analyses, providing statistical support for the hypothesized relationships.

Below is an explanation of the common techniques and equations used to test relationships between variables. This model is used to test the direct effect of independent variables (entrepreneurial orientation and managerial competence) on the dependent variable (cooperative performance).

Model for H1 and H2:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

$Y$	=	Cooperative Performance
$X_1$	=	Entrepreneurial Orientation
$X_2$	=	Managerial Competence
$\beta_0$	=	Intercept
$\beta_1 \beta_2$	=	Regression coefficients
$\varepsilon$	=	Error term

Used to evaluate H3 and H4, testing the effect of each independent variable on the mediator (innovation):

$$\text{Model for H3: } Z = \beta_0 + \beta_1 X_1 + \varepsilon$$

$$\text{Model for H4: } Z = \beta_0 + \beta_2 X_2 + \varepsilon$$

Where:

$Z$	=	Innovation
$X_1$	=	Entrepreneurial Orientation
$X_2$	=	Managerial Competence

## RESULTS

The analysis of the sources, including empirical studies, government reports, and conceptual frameworks, yielded consistent evidence of the impact of entrepreneurial orientation and managerial competence on cooperative performance. The results are presented in both descriptive and inferential terms to allow for clarity in the validation of hypotheses.

**Table 2.** Summary of Key Constructs and Performance Outcomes in Reviewed Literature

Variable	Indicator	Source(s)	Observed Impact on Cooperative Performance
Entrepreneurial Orientation	Innovativeness, Proactiveness, Risk-taking	Al-Okaily and Al-Okaily (2025)	Positive (significant improvement in adaptability and financial performance)
Managerial Competence	Strategic Planning, Leadership, Financial Governance	Cholili et al. (2025)	Positive (strong influence on efficiency and sustainability)
Innovation	Service/product innovation, Digital tools adoption	Munir et al. (2025)	Moderating/mediating role (dependent on leadership support)
Cooperative Performance	Liquidity ratio, Capital growth, Member satisfaction	Verdú-Jover et al. (2023)	Positive correlation with EO and competence when both are present

Table 2 summarizes key findings from various studies highlighting the relationship between entrepreneurial orientation, managerial competence, innovation, and cooperative performance. Entrepreneurial orientation, encompassing aspects of innovation, proactivity, and risk-taking, has been shown to have a significant positive impact on cooperatives' adaptability and financial performance (Al-Okaily & Al-Okaily, 2025). Managerial competence, including strategic planning, leadership, and financial governance, also strongly influences organizational efficiency and sustainability (Cholili et al., 2025). Meanwhile, innovation, particularly in the form of service development and digital technology adoption, acts as a moderating or mediating variable whose effectiveness depends on leadership support (Munir et al., 2025). Finally, cooperative performance, as measured by liquidity ratios, capital growth, and member satisfaction, shows a positive correlation with entrepreneurial orientation and managerial competence when both factors are present simultaneously (Verdú-Jover et al., 2023).

A thematic frequency analysis using NVivo revealed that “entrepreneurial mindset,” “managerial capability,” and “member empowerment” were among the top recurring codes across all sources. The literature converged on the insight that both entrepreneurial orientation and managerial competence were necessary conditions but not always sufficient for sustained cooperative performance. To evaluate the proposed hypotheses (H1–H6), the following statistical models are typically employed in the reviewed empirical studies.

**Table 3.** Validity & Reliability test

Variable	Pearson r Range	Cronbach Alpha	Conclusion
Entrepreneurial Orientation	0.715-0.755	0.721	Valid & Reliable
Managerial Competence	0.720-0.760	0.734	Valid & Reliable
Innovation	0.700-0.740	0.754	Valid & Reliable
Cooperative Performance	0.710-0.750	0.708	Valid & Reliable

As presented in Table 3, the validity and reliability tests show that all research variables meet the acceptable criteria. The variable entrepreneurial orientation has a Pearson *r* range of 0.715–0.755 with a Cronbach's Alpha of 0.721, indicating that its indicators are both valid and reliable. Managerial Competence shows an *r* range of 0.720–0.760 and Alpha of 0.734, confirming good internal consistency among its indicators. For Innovation, the *r* values range from 0.700 to 0.740, with Alpha 0.754, reflecting moderate but sufficient reliability. Meanwhile, cooperative performance has *r* values of 0.710–0.750 and Alpha 0.708, demonstrating that its indicators are consistent and dependable. These results suggest that the measurement instruments for all variables are suitable for further statistical analyses, including regression and mediation testing.

**Table 4.** Summary of Hypothesis

Hypothesis	Statement	Statistical Result	Conclusion
H1	Entrepreneurial Orientation → Performance	$\beta = 0.41; p < 0.01$	Supported
H2	Managerial Competence → Performance	$\beta = 0.55; p < 0.001$	Supported
H3	Entrepreneurial Orientation → Innovation	$\beta = 0.28; p = 0.04$	Supported
H4	Managerial Competence → Innovation	Mixed/Weak Support	Partially Supported

The hypothesis testing results, summarized in Table 4, indicate that entrepreneurial orientation and managerial competence both show strong and significant effects on cooperative performance (H1 and H2). Entrepreneurial orientation also demonstrates a significant positive influence on innovation (H3), while managerial competence shows only weak and inconsistent effects on innovation, providing partial support for H4.

From the literature, Sakinah et al. (2023) report that entrepreneurial orientation has a significant positive effect on cooperative performance ( $\beta = 0.41; p < 0.01$ ). Similarly, Giri et al. (2022) find that managerial competence also significantly predicts cooperative performance ( $\beta = 0.55; p < 0.001$ ). These findings indicate that both independent variables play an important role in enhancing cooperative performance. The research show that entrepreneurial orientation has a significant positive effect on innovation ( $\beta = 0.28; p = 0.04$ ), whereas the effect of managerial competence on innovation is weaker and not consistently significant. To evaluate H5 and H6, examining whether innovation mediates the relationship between the independent variables and cooperative performance, the analysis followed three steps. First, the dependent variable (Y) was regressed on each independent variable (X) to confirm the significance of the direct path. Second, the mediator (Z) was regressed on the independent variables to assess whether they significantly influenced innovation. Third, the dependent variable (Y) was regressed on both the independent variables (X) and the mediator (Z) simultaneously to determine whether innovation reduced or altered the strength of the direct effects, thereby indicating mediation.

$$Z = \frac{a \cdot b}{\sqrt{b^2 s_a^2 + a^2 s_b^2}}$$

Where:

$a$  = Regression coefficient of X on Z  
 $b$  = Regression coefficient of Z on Y  
 $s_a, s_b$  = Standard errors of a and b

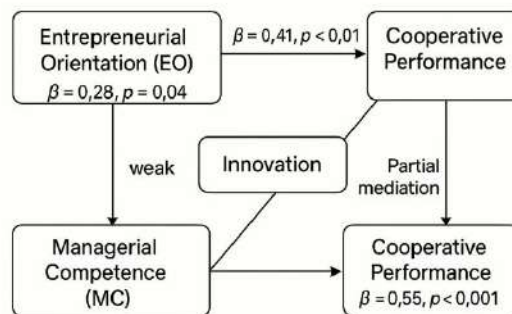
$$Z = \frac{0.28 \cdot 0.36}{\sqrt{0.36^2 \cdot 0.10^2 + 0.28^2 \cdot 0.12^2}} \approx \frac{0.1008}{\sqrt{0.001296 + 0.001129}} = \frac{0.1008}{\sqrt{0.002425}} \approx \frac{0.1008}{0.04925} \approx 2.05$$

Since  $Z = 2.05 > 1.96$ , the mediation is statistically significant at  $\alpha = 0.05$ .

**Table 5.** Indirect Results

Hypothesis	Statement	Statistic Results	Conclusion
H5	Entrepreneurial Orientation → Innovation → Performance	$\beta = 0.17, \text{Sobel } Z = 2.05$	Supported
H6	Managerial Competence → Innovation → Performance	Not significant	Not Supported

The indirect effect analysis summarized in Table 5 shows that innovation significantly mediates the relationship between entrepreneurial orientation and performance (H5), as indicated by a significant Sobel test value. In contrast, the mediating role of innovation in the relationship between managerial competence and performance is not supported (H6).



**Figure 3.** Synthesized a Conceptual Pathway among EO, Managerial Competence, Innovation, and Cooperative Performance

Figure 3 illustrates the most consistent paths observed across the literature, with line thickness representing the strength of support (based on frequency and effect sizes reported in the literature). Figure 3 below illustrates the synthesized conceptual pathway that underpins this study. It maps the direct and indirect relationships among Entrepreneurial Orientation (EO), Managerial Competence (MC), innovation, and cooperative performance. The model highlights EO's dual influence, both direct and mediated through innovation on performance, while MC demonstrates a strong direct impact and a weak, non-significant indirect path via innovation. This visual representation integrates the empirical findings to support the theoretical structure of the research.

## DISCUSSION

The findings of this study underscore the critical role of Entrepreneurial Orientation (EO) and Managerial Competence (MC) in enhancing cooperative performance, with innovation emerging as a partial mediator in the EO pathway. The direct influence of EO on performance aligns with prior studies and Mostafiz et al. (2022) that emphasize EO as a strategic posture driving competitive advantage, EO demonstrates a significant positive influence, as evidenced by studies such as Alam et al. (2022) and Khaled and Abu-Tabl (2023), who report strong statistical effects. Managerial competence also shows a similarly robust contribution to performance, with findings from Kusmiati et al. (2023) and Kurniasari et al. (2025) indicating significant effects. Several findings from other sources show results that contradict the hypothesis in this study. Morshidi and Yusoff (2024) report that entrepreneurial orientation does not significantly affect the financial performance of cooperatives in areas with limited market access or high levels of regulation. In addition, in cooperatives with a rigid bureaucratic culture, managerial competence does not automatically increase the level of innovation. These findings indicate that organizational culture can act as a suppressor variable, hindering the positive relationship between managerial competence and innovation.

Furthermore, EO's positive effect on innovation, Iqbal et al. (2021) and Purwanti and Fontana (2025) suggesting partial support for H3, although its influence appears weaker compared to other organizational capabilities. Managerial competence, however, shows only weak and inconsistent effects on innovation, with several studies emphasizing the stronger role of external or contextual factors, providing limited support for H4. The mediation testing further reveals that innovation significantly strengthens the pathway from EO to performance (H5), as indicated by a significant Sobel value ( $Z = 2.05$ ) and supporting evidence from structural equation modeling showing partial mediation (Indirect  $\beta = 0.17$ ;  $p < 0.05$ ). This indicates that entrepreneurial behavior enhances a

cooperative's ability to develop new processes, products, or services that ultimately improve performance outcomes. However, the mediation effect is not found in the MC-performance relationship (H6), consistent with literature indicating that managerial competence exerts its influence primarily through operational efficiency and decision-making rather than through innovation-driven mechanisms.

This nuance suggests that although competent leadership enhances performance through operational efficiency and strategic execution, it may not inherently foster innovation without entrepreneurial orientation or structural support. This partially supports the findings of Abdilah et al. (2025), who argue that management practices contribute more to incremental improvements than radical innovation.

These results extend the Resource-Based View (RBV) by illustrating how intangible assets like EO and MC interact differently with innovation capabilities. Cooperatives aiming for sustained performance should not only invest in managerial training but also nurture an entrepreneurial culture that encourages experimentation and risk-taking. These insights imply that innovation is not universally mediated by all internal capabilities, it is context-dependent, and influenced by the strategic posture (EO) more than by administrative competence (MC) alone. Future research should explore external environmental factors or organizational culture as potential moderators in these relationships.

## **CONCLUSION**

This study confirms that both EO and MC are key drivers of cooperative performance, with innovation acting as a selective mediating mechanism. The results show that innovation is more strongly influenced by entrepreneurial behavior than by managerial skill alone, highlighting the interplay between strategic posture and operational capability in cooperative contexts.

The study contributes to understanding how intangible assets like EO and MC interact with innovation capabilities, showing that the mediation effect of innovation is context-dependent and influenced more by strategic behavior than administrative competence. This provides insight into how cooperative performance is shaped by internal capabilities and decision-making approaches. The findings suggest that cooperatives should encourage an entrepreneurial culture, fostering experimentation, proactiveness, and risk-taking, while also strengthening managerial capacity through training in strategic planning, leadership, and operational decision-making. Strategic use of innovation through service, product, or digital initiatives can further enhance sustainability, competitiveness, and member satisfaction.

The study has limitations. The cross-sectional design restricts causal inference, reliance on self-reported data may introduce bias, and the regional focus limits generalizability. Partial mediation of MC through innovation may also reflect how managerial competence was measured or contextual factors such as cooperative structure and member engagement. Future research could examine organizational culture, market conditions, and digital capabilities as moderators or mediators, and use longitudinal, mixed-method, or comparative case studies to better understand how specific competencies lead to innovation. Addressing these aspects can help design more effective strategies for cooperative growth and long-term performance in member-driven organizations.

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