



PRODUCT INNOVATION IN IMPROVING COOPERATIVE PERFORMANCE

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Abstract

Study This aiming for analyze influence innovation product to performance cooperative. In environment growing business competitive, cooperative sued For Keep going innovate to be able to survive and thrive. Research This use method quantitative with Partial Least Square (PLS) approach to analyze connection between innovation products and performance cooperatives. Research results show that innovation product influential significant to performance cooperative with contribution by 46.7%, with a t-statistic of 3.726 which is greater than big from standard 1.96 and p-value 0.000, which indicates strong relationship between second variables. Findings This confirm that active cooperative in do innovation, good from aspect quality, design, and Variants product, capable increase satisfaction members and power compete in the market. However, the challenges main in implementation innovation is lack of source Power competent human resources, difficulties in implementation of ideas, as well as low courage in take risk. Therefore that, cooperative need increase human resources capacity, utilizing digital technology, as well as build synergy with various stakeholders interests. With the right innovation strategy, cooperatives can develop more good, improve welfare members, as well as contribute more big in economy national.

Keywords: Innovation Product, Cooperative Performance, Entrepreneurship, Digital Technology, Human Resource Development.

INTRODUCTION

A cooperative is a business entity whose members are individuals or cooperative legal entities, basing its activities on cooperative principles as well as a people's economic movement based on the principle of family (Law of the Republic of Indonesia No. 25 of 1992).

In Indonesia, the first cooperatives were established in the credit sector, because they adapted to the conditions of the community who were trapped by loan sharks (G. Siregar *et al.*, 2019) . However, over time, with the diverse problems of society, cooperatives also have other types of businesses. Siregar *et al.*, (2020) stated that there are at least 25 forms of cooperatives, namely: industrial crafts, tourism, savings and loans, markets, multi-purpose, employees, services, women, fisheries, livestock, agriculture, transportation, Islamic boarding schools, KUD, KOPTI, KPRI, ABRI, BMT, pensions, students, youth, street vendors, and fishermen. Of the 25 forms, they can be grouped into four types, namely consumer cooperatives, production cooperatives, savings and loan cooperatives, and multi-purpose cooperatives (Susanti, 2015) . Consumer cooperatives were established as providers of daily needs for members and the community. In general, when shopping, members will get incentives that non-members do not get. Production cooperatives function to assist in the production process activities carried out by members. Meanwhile, savings and loan cooperatives are loan providers as well as institutions for saving money. On the other hand, multi-purpose cooperatives run more than one business, for example production and consumption or savings and loans and consumption.

According to Zuhartati, (2010) in addition to providing a business to fulfill consumption, facilitating production activities, providing facilities for saving and borrowing, the community also needs an institution that helps producers market their products to consumers. On this basis, a marketing cooperative was established. This cooperative aims to ensure that the products produced by members can reach a wider market when compared to members marketing themselves. Since it was first initiated in 1895, cooperatives in Indonesia have gone through various challenges and recorded achievements. These challenges include the dynamics of economic development, the transition of government orders, laws and regulations, and business competition. Meanwhile, one of the achievements that has been achieved is contributing to rice self-sufficiency. Siregar, (2020) stated that the ideals of cooperatives are to fundamentally oppose individualism and capitalism. The cooperative understanding in Indonesia wants to create a collective society rooted in customs. However, cooperatives have lost the concept of developing strategies in responding to competition and rapidly developing markets. Cooperatives are said to have been in a coma (buried), and therefore must be empowered through real efforts from the cooperative community and state administrators (Siregar, 2020) . Cooperatives not only have goals that are oriented towards seeking profit (non-profit oriented) but are oriented towards benefits (benefit oriented), because basically cooperatives aim to improve the welfare of their members. Even though cooperatives do not prioritize their profits alone, cooperatives must also obtain income/revenue that is useful for stabilizing the continuity of their operational activities, so that at the end of each period they can produce remaining SHU business results. Indonesia's economic growth in the future will slow down but will certainly be influenced by the existence of cooperatives that are still less competitive than rapidly growing conglomerate companies. This is because human capital, money and knowledge are the foundation for managing cooperatives which must be based on noble intentions, because cooperatives are the lifeblood of the Indonesian economy. (Halilintar, 2018) .

Rilah & Riawajanti, (2019) stated that the ideals of cooperatives are to fundamentally oppose individualism and capitalism. The cooperative understanding in Indonesia wants to create a collective society rooted in customs. However, cooperatives have lost the concept of developing strategies in responding to competition and rapidly developing markets. Cooperatives are said to be in a state of suspended animation (hidden), and therefore must be empowered through real efforts from the cooperative community and state administrators. The Ministry of Cooperatives and SMEs stated that there are quite a few cooperatives that are in a state of suspended animation. According to Handika, (2021) the increasing number of cooperatives that are in a state of suspended animation is due to capital and a lack of reliable and capable human resources. Meanwhile, Faedlulloh, (2015) , interprets the inactivity of cooperatives as dysfunctional cooperatives. The causes of dysfunctional cooperatives include the inconsistency of the objectives, functions, and roles of cooperatives with the dynamics and development of cooperatives in Indonesia. Cooperatives as economic, social, and cultural entities continue to be politicized and intervened so that they do not make the cooperatives develop.

Therefore, currently cooperatives seem to have forgotten their identity and do not implement cooperative principles properly (Faedlulloh, 2015). The cooperative principle was first introduced in Rochdale, England in 1944. This principle was formulated as a guide for Rochdale at that time to be a guide in achieving its goals. However, each country needs to adjust to the conditions and circumstances of the cooperative (Chloupkova, et al., 2003) In Indonesia, the cooperative principles consist of: voluntary and open membership, management is carried out democratically, the distribution of remaining business results is carried out fairly in proportion to the size of each member's business services, the provision of limited compensation for capital, and independence. Furthermore, in order to develop, cooperatives also need to carry out cooperative education and cooperation between cooperatives. For cooperatives that violate these principles, the Ministry of Cooperatives and SMEs gives the nickname as rogue cooperatives. Rogue cooperatives in general only carry out activities for money laundering, illegal investments and loan sharks under the guise of cooperatives (Handika, 2021)

Learning and growth perspective This learning and growth process comes from human resource factors, systems, and company procedures. In this perspective, employee training and company culture are related to organizational improvement. In an organization, humans are the main resource. The ability to innovate, improve and learn will affect the value of the company (Ciptani, 2004). Through the creation of new products, it will provide more value for customers and carry out continuous efficiency, the company can penetrate a wider market so that it can increase revenues and margins, growth and then increase value for shareholders. (Ramadhani & Trisyulianti, 2016). There are three things that need to be considered in this perspective, namely a) Employee capabilities, currently many companies in routine work and processing have been done automatically (computer-controlled), so that to assess employee contributions becomes less, but things related to process improvements and customer statistics increases arise from front time employees. (Sari, 2015). Possible measures that can be used to measure employees are Employee satisfaction is employee morale and overall level of satisfaction, employee retention is the percentage of key staff turnover that measures employees who provide value to the company, namely employees who are loyal, knowledgeable and sensitive to customer desires; and employee productivity is a strong influence on employee skill achievement and morale, innovation, internal process improvement and customer satisfaction. b) Information system capabilities are employee motivation and skills are very necessary to achieve customer satisfaction and internal business process targets, in addition to that accurate and timely information about customers, internal processes and finances are very necessary and c) Motivation, is employee skills and the information needed is already available, but if not accompanied by motivation to take action, then the skills and information are useless, therefore employee motivation needs to be measured. (Suwanda et al., 2016).

Increasingly tight competition sometimes causes a decline in market share. Because of this, companies must consistently maintain quality standards, appropriate marketing strategy services and

other management strategies in order to multiply the company's financial performance. This measure is called a balanced scorecard. (Nashar & Sari, 2021) . The balanced scorecard concept is a concept that measures the performance of an organization from four perspectives, namely a financial perspective, a consumer perspective, an internal business process perspective, a growth and learning perspective. The balanced scorecard concept is basically a translation of the strategies and goals that a company wants to achieve in the long term, which are then measured and monitored continuously. (Astawa et al., 2020) . Measurements from the member's perspective must be translated into measurements of what the company must do internally in order to meet consumer expectations. However, performance in satisfying consumers comes from the processes, decisions and actions taken throughout the company. (Bravo et al., 2015) . Managers need to focus on critical internal operational factors that can make these measurements satisfy consumer needs. By using the balanced scorecard conceptual framework, the company's vision, mission and strategy can be translated into tangible goals and performance measures, enabling managers to measure what has been invested in developing human resources, systems and procedures for improving performance in the future (Halilintar, 2018) .

The development of information technology in the Industrial Revolution 4.0 era, which is marked by the rapid development of digital technology, means that the future will experience major changes. Some of these changes will occur in various aspects of life, including the industrial sector, government, education, and without exception the business sector including cooperatives. (Wang et al., 2020)

The new challenges faced by cooperatives in Indonesia feel increasingly complex and complicated. This is due to changes in the lifestyle of the millennial generation. The patterns and lifestyles of the millennial generation are characterized by everything that is faster, easier, cheaper, more comfortable, and safer. (Prokop et al., 2021) . Yin et al., (2020) stated that digital technology has become a part of the lives of millennials and is very dependent on technology and the Internet for all their activities, as well as being good at using the internet to earn income and make positive contributions to others and the environment. The digital world changes lives in unimaginable ways (Wu et al., 2020) . Cooperatives in the era of the 4th industrial revolution must adapt and transform in facing an environment that is always dynamic. (Park et al., 2022) . The first step that needs to be taken in the transformation of cooperatives is to build creative and innovative characters for the people driving the cooperative (Yin et al., 2021) . Creativity requires cooperative people to think differently from other people, while innovation requires cooperative people to act differently from other people. (Connor et al., 2020) . Creative and innovative people will be able to adapt more quickly to their environment. Cooperative people who must be prepared in the era of the 4th industrial revolution are cooperative people who have high creativity and innovation. (Yin et al., 2020a) . With creative and innovative people, cooperatives can begin their transformation to organize their organizations and business strategies according to the 4th industrial era. (Jiang et al., 2021) . Knowledge of digital for cooperative administrators is very important and necessary today (Huang et al., 2017) . If digital is not

studied properly, the organization will be left behind because everyone currently expects products using digital services (Moura et al., 2020) . In the digital era, customers increasingly expect services to be carried out through digital services (Gregory et al., 2019) . Previous studies have found that digital innovation has made a significant contribution to improving organizational performance (Balsmeier et al., 2017 ; Custódio et al., 2019 ; Saldanha et al., 2017)

METHOD

This study uses a positivistic paradigm, namely a quantitative approach, where in its implementation it uses data obtained from respondents through research instruments or questionnaires. In the research instrument, a Likert scale is used ranging from Strongly disagree to Strongly agree. A total of four variables are used in this study, namely Transformational leadership style and self-efficacy as independent variables, while performance as a dependent variable and innovation variables as a moderating variable. The reason for using quantitative is because researchers want to know and analyze the influence of independent variables on dependent variables related to cooperatives in Bali. In addition, they want to analyze how strong the moderation aspect of the independent variable is on the dependent.

Quantitative analysis is needed to determine the causality of a phenomenon (Sugiono, 2018). After the data is collected, it is then entered into a data tabulation to be analyzed using the Path Analysis Technique using Smart PLS software. The reason path analysis is used is because this study is causal or a cause and effect relationship. Cause and effect are based on a phenomenon about the performance of cooperatives that is not yet optimal, then the cause is sought from several literatures, the results state that the performance that is not yet good is caused by the variable of leadership style that is also not good, then digital innovation to develop performance is considered not good either (Swanson *et al.*, 2020)

The research subjects in this study were a number of cooperatives in Bali, where according to BPS (2020) the number of cooperatives in Bali is quite large, 4,193 cooperatives. The reason for this study by taking the research subject in Bali is because in reality many cooperatives are not operating properly so research needs to be conducted.

The research instrument used in this study was a questionnaire made by the researcher himself. Sugiyono & Lestari, (2021) stated that "A research instrument is a data collection tool used to measure natural or social phenomena that are observed". Thus, the use of research instruments is to find complete information about a problem, natural or social phenomenon. The instrument used in this study is intended to produce accurate data, namely by using the Likert scale. Sugiyono & Lestari, (2021) stated that "The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about a social phenomenon".

Table 1. Variable Indicators

Variables	Dimensions	Indicator	Information
Innovation Product Armstrong (2010)	Quality Product	Power stand product	6 Indicators
		Reliability product	
	Product Variants	Product Lots choice	
		Superior in compete	
	Style and design product	Own mark plus	
		Own good creation.	
Cooperative performance. Robbin (2006)	Quantity	Work on target	6 indicators
		Work exceed target	
	Quality	Can fulfil hope customer	
		Work in a way team	
	Accuracy time	Work appropriate time	
		Guard discipline Work.	

RESULTS AND DISCUSSION

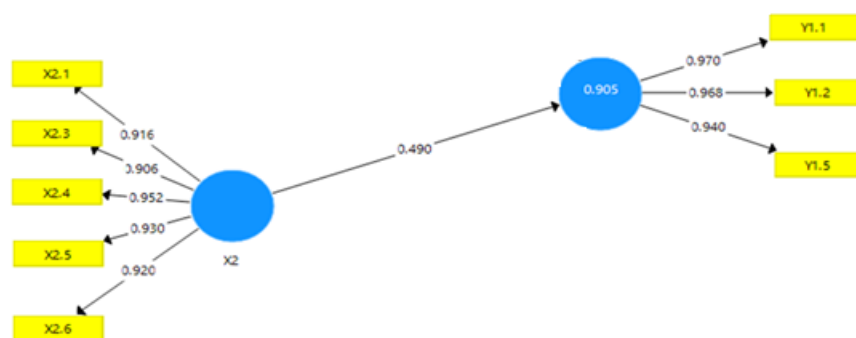


Figure 1 Variable Relationship

From the results calculation Product innovation has an influence on cooperative performance of 0.467 or 46.7 percent, with a t statistic of 3.726 which is greater than the standard of 1.96, the p value is 0.000, meaning there is significant relationship between these two variables.

According to Ropke (2003), without entrepreneurial performance there will be no innovation, and without innovation there will be no economic development. This also applies in the development of cooperatives, the entrepreneurial spirit possessed by cooperative human resources plays a very

positive role. Cooperative entrepreneurship is a problem that should be developed and improved, because this is what can act as a motor and source of innovation and creative thinking in cooperative management.

Cooperative entrepreneurship is a quality in a person that describes intelligence, courage, initiative and creativity whose application follows the principles and joints of cooperatives (Soejono, 1998). Another strategy that can be done by cooperatives in innovating their businesses, namely on the products/services produced, so that what the cooperative offers is something unique accompanied by increasing other business opportunities. Strengthening added value with this innovation strategy is optimally beneficial if it starts from the solidity of the cooperative itself. Starting from the solidity of the cooperative organization, the professionalism of the managers, and active members who have an intrapreneurship spirit, because the cooperative is an institution that is fostered by its members.

The era of regional autonomy and different types of cooperatives mean that cooperatives should have their own advantages or characteristics. Cooperatives can work together with universities in their regions to develop products/services offered so that they have quality added value. In addition, the products/services produced are adjusted to the conditions of members or the community around the cooperative. Cooperatives must understand the business they are working on, so that economic resources, funds, or expenses can be controlled efficiently to produce maximum service.

The results of this study show that innovation can improve cooperative performance. Indeed, the need for innovation is in accordance with field conditions where most cooperatives experience aging syndrome. This aging is experienced by members. As many as 60-70 percent of cooperative members are Baby Boomer and X generations. Similar things also happen at the management and manager levels. This aging of human resources will be a long-term problem related to regeneration and business. Of course, cooperatives must adjust their strategies in order to escape the aging syndrome trap. Findings in the field show that the urgency of developing human resources is needed by both small, medium, or large cooperatives, both by cooperatives with members below or above 600 people. This is different from other innovation priorities which are only needed by cooperatives with a minimum of 600 members.

Institutionally, the need for superior human resources can be engineered by creating a 30 percent quota policy for young people in the management, supervisory and management structures. Without intentionally creating this affirmative action, it will be difficult to solve the problem that has been going on for decades.

The government, the Ministry of Cooperatives and SMEs and provincial/city/district agencies also need to reorganize the strategy for building the capacity of cooperative human resources. The Cooperative and SME Training Center (Balatkop) needs to be reviewed in terms of the effectiveness of the curriculum, methods and participants. There are serious problems with the training patterns organized by the government related to two things: curriculum and participation. The curriculum must

be adjusted to the needs of cooperatives according to scale, sector and future challenges. The government can work collaboratively with credible training institutions instead of organizing it itself.

Here the government simply provides scholarship subsidies to cooperatives that want to take part in quality, certified and paid training. Meanwhile, on the participant side, access to information must be opened as widely as possible so that they register voluntarily and not through delegation invitations. This should be easy in an era where most cooperative managers/administrators use social media. Many paid trainings are always crowded with participants. Obstacles to innovation Research found three major obstacles faced by cooperatives in innovating: implementing ideas, avoiding risks and difficulties in marketing the results of innovation. Innovation as new breakthroughs does require special management called Innovation Management. Cooperatives do not know at all how to manage an innovation. This new capacity can be developed through a series of training or workshops for managers.

It is also necessary to build cooperative innovation to assist cooperatives in innovating. Cooperatives can learn from each other to bridge the gap in knowledge and skills. Pasaribu (2016) describes that innovation is also related to knowledge management and entrepreneurship. Innovation is indeed an advanced skill and therefore cooperatives and the government can invest in innovation development.

The next obstacle, the attitude of avoiding risk can be understood because innovation can end in success or failure. Institutionally, it can be engineered by allocating innovation funds taken from SHU or organizational costs. Members also need to be given a comprehensive understanding of the importance of innovation, with its risks, so that they can think holistically and long-term. With the allocation of the Innovation Fund, Managers or Administrators do not need to worry if the innovation they are working on ends in failure. This can also be done collaboratively between cooperatives so that the risk can be shared. The private sector has been accustomed to this, the mode of which is called co-opetition (cooperation + competition) since 1997 through product development research cooperation. They understand that innovation requires large resources, therefore they work together with fellow competitors. The mode in cooperatives from the beginning is co-operation, because all cooperatives are bound by the 6th Principle, cooperation between cooperatives. Cooperatives can learn from the startup world regarding the obstacles to marketing innovation results. Startup businesses are very dependent on the iteration or repetition cycle in creating a new product or feature.

The cycle contains four stages: idea, build, measure and learn which are done repeatedly until a product is valid in the market. This means that you can't imagine making a product once and it will be successfully marketed. It must be refined continuously until it is valid. In the startup world, the process begins with the design thinking method. The initial key is empathy or understanding the needs and perspectives of users.

In the context of financial and consumer cooperatives, the users are the members. In production, service and worker cooperatives, the users are the market or related stakeholders. In this

way, the gap between reality and expectations is eroded so that they use it as a real need. Other obstacles faced by cooperatives in innovating: not having a tool to measure innovation performance, the time needed to innovate, lack of ideas, lack of internal coordination, no compensation for innovating, not knowing what is desired and lack of commitment or support from leaders.

The urgency of innovation In his victory and inauguration speech, President Joko Widodo repeatedly emphasized the importance of all sectors innovating with the sentence: "The global phenomenon whose characteristics we know, is full of change, full of speed, full of risks, full of complexity, and full of surprises, which are often far from our calculations, often far from our calculations". "Therefore, we must find a new model, a new way, new values in finding solutions to every problem we face with innovations. And we must all be willing and we will force them to be willing. We must leave behind the old ways, the old patterns, both in managing organizations, both in managing institutions, and in managing the government".

Managers and Administrators, consider that innovation is needed by cooperatives. In the future, I think the discussion can move to the next level, no longer questioning whether or not innovation is needed, but what kind of innovation and how to develop it.

CONCLUSION

Innovation product play a role significant in increase performance cooperative. Analysis results show that innovation product give influence by 46.7% against performance cooperative, with t-statistic value of 3.726 which is bigger from standard 1.96, and p-value 0.000, which indicates significant relationship between second variable. With thus, the taller level innovation products made by cooperatives, increasingly good performance too cooperative in fulfil need its members and improve Power compete in the market.

In the era of competition growing business tight and fast development digital technology, cooperatives faced with challenges big For Keep going develop and adapt. Research This confirm that without existence soul sustainable entrepreneurship and innovation, cooperatives will experience stagnation and difficulties compete with other companies. This is in line with opinion Ropke (2003) stated that that innovation is factor main in development economy cooperative.

However, the challenge main in development innovation cooperative is lack of implementation of ideas, attitudes avoid risks, and difficulties in marketing product innovative. Besides that, cooperatives also face constraint in development source Power human resources (HR), where the majority its members originate from Baby Boomer and Gen X generations, who are less used to with modern digitalization and innovation strategies.

Therefore that, a more innovative strategy is needed adaptive, including improvement human resources capacity, utilization digital technology, as well as strengthening Work The same inter-cooperative. With existence commitment strong in apply innovation, cooperative can develop better, improve welfare its members, as well as contribute bigger in economy national.

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