Jurnal Riset Manajemen Sains Indonesia, 16 (1) 2025, 49-61
Jurnal Riset Manajemen Sains Indonesia
http://journal.unj.ac.id/unj/index.php/jrmsi

ENHANCING MANAGERIAL PERFORMANCE THROUGH HR COMPETENCIES IN COOPERATIVES

Ismail Rasulong[1]*, Rini[2], Muhammad Yusuf[3]
[1, 3] *Universitas Muhammadiyah Makassar, Indonesia*
[2] *Institut Agama Islam DDI Polewali Mandar,Indonesia*

Article Info

Article history:
Received: December 24, 2024;
Accepted: March 16, 2025;
Published: April 1, 2025.

Keywords:
HR competencies, managerial performance, decision-making, teamwork, cooperative organizations

ABSTRACT

This study examines the impact of HR competencies (communication, teamwork, leadership, and analytical decision-making) on managerial performance in cooperative organizations. Using a quantitative approach, data were collected from 65 cooperative managers in Barru Regency through structured questionnaires. Multiple linear regression analysis was applied to evaluate the relationships between HR competencies and managerial performance. The findings reveal that analytical decision-making and teamwork are the most significant predictors of performance, highlighting their critical role in fostering operational efficiency and achieving organizational objectives. Communication and leadership, while positively correlated with performance, function as foundational enablers supporting teamwork and decision-making. The study contributes to the literature by emphasizing the interplay between HR competencies and cooperative governance, offering practical recommendations for enhancing managerial effectiveness through targeted training and development programs. These findings underscore the importance of adopting a comprehensive competency framework to optimize organizational outcomes and ensure sustainability. Further research is recommended to explore the contextual factors influencing the variability of HR competencies across different organizational settings.

INTRODUCTION

The role of human resources (HR) has become a cornerstone in achieving organizational success, particularly in cooperatives, where the collective nature of management requires a strong foundation of human resource competencies. Research indicates a strong relationship between HR competencies and managerial performance across various types of organizations, including cooperatives. Enhanced HR competencies facilitate effective management practices, leading to improved organizational performance (Fitria et al., 2023). Furthermore, structured HR practices have a positive correlation with firm performance as they enhance employee competencies (Kaur & Kaur, 2021). In an increasingly competitive global economy, organizations (including cooperatives) are under pressure to leverage their internal resources, particularly human capital, to achieve sustainable growth and competitive advantage. HR functions, such as effective communication, teamwork, leadership, and decision-making, are fundamental drivers of managerial performance and organizational productivity. Scholars have consistently emphasized that these competencies are instrumental in facilitating collaboration, fostering collective decision-making, and improving problem-solving capacities within organizations (Khanal, 2023; Markova, 2024; Hermawan et al., 2022). Leadership, in particular, has been recognized as a crucial factor for motivating and empowering employees to contribute towards achieving shared organizational goals (Markova, 2024; Hermawan et al., 2022).

The importance of HR management in cooperatives has gained prominence, particularly in developing

ISSN
2301-8313 (online) DOI:
doi.org/10.21109/JRMSI.016.1.05

regions where economic challenges and limited resources often impede organizational performance. Cooperatives are unique organizations structured around collective ownership and decision-making, where members actively participate in operational and managerial processes. However, inadequate HR competencies can hinder cooperative performance by limiting managerial effectiveness (Riadi, 2021). Studies have highlighted several critical issues, including inadequate decision-making structures, limited managerial expertise, and insufficient training and education programs. The necessity of HR competencies in achieving organizational goals is further emphasized by research highlighting the importance of data fluency and analytical competencies in HR roles, which directly correlate with performance improvements (Allaham, 2022). Consequently, addressing these challenges requires the adoption of strategies that focus on enhancing managerial competencies and streamlining decision-making processes (Gómez et al., 2022).

One of the key challenges in cooperative management lies in the governance structure, particularly the allocation of decision-making authority between the board of directors and professional managers. Governance inefficiencies can lead to fragmented decision-making, creating ambiguity in roles and responsibilities, which in turn affects organizational productivity. Governance-related issues often exacerbate performance gaps within cooperatives, particularly in situations where managers lack clarity in their decision-making processes and are underprepared for their roles. Data-driven decision-making (DDDM) significantly enhances managerial effectiveness in cooperatives by fostering a culture of collaboration and transparency (Mateen et al., 2024). Compared to traditional hierarchical organizations, cooperatives that effectively utilize data-driven strategies can respond more efficiently to member needs and market changes, improving both operational efficiency and service quality (Cascini et al., 2021). Ensuring access to relevant data empowers managers to make choices that reflect the interests of all stakeholders, leading to improved satisfaction and heightened collaborative efforts (Rehman, 2023; Giermindl et al., 2021).

The literature suggests that enhancing managerial competencies such as communication skills, teamwork, leadership, and decision-making can significantly improve cooperative performance. Recent research highlights the interconnectedness of these factors in cooperative organizations, reflecting trends observed across various studies. Effective communication is identified as essential for fostering teamwork, which, in turn, enhances managerial performance. Leadership styles significantly influence the dynamics of teamwork and communication. Khalid et al. (2024) find that e-leadership fosters positive team dynamics, which mediate the relationship between leadership and sustainable performance. Additionally, Olsen et al. (2023) reveal that transformational leadership positively impacts virtual team cooperation, underscoring the need for proactive leadership in promoting collaboration during dynamic work settings. These findings demonstrate that strong leadership, effective communication, and cohesive teamwork collectively enhance managerial performance in cooperatives, making them resilient and adaptive organizations.

Leadership competencies further complement communication and teamwork by providing direction, inspiration, and motivation to team members. Effective leadership involves mobilizing resources, addressing challenges, and creating an environment that fosters innovation and productivity. Leadership styles that emphasize collaboration, participation, and inclusivity have been found to be particularly effective in cooperative settings, where decision-making is often decentralized and shared among members (Markova, 2024). However, leadership alone may not be sufficient to address the complexities of cooperative management; decision-making skills are equally critical for ensuring that managers can make informed, timely, and strategic decisions that align with organizational objectives (Efendi & Kusuma, 2021). Training and human resource development programs play a vital role in enhancing these competencies. Structured HRD interventions focusing on individual skill development and interpersonal relationships significantly contribute to leadership capabilities and managerial effectiveness (Han & Stieha, 2020). Furthermore, research highlights the role of structured mentoring in addressing organizational challenges and improving quality management in cooperatives (Soepeno et al., 2023).

Decision-making is widely regarded as a core managerial function that directly impacts organizational success. The ability to make analytical and evidence-based decisions has been shown to enhance managerial performance, particularly in dynamic and uncertain environments (Istianingsih et al., 2020). Effective decision-making involves the systematic evaluation of data, identification of alternative solutions, and selection of optimal strategies that maximize organizational outcomes. Research has demonstrated that improving decision-making competencies through training and development programs can significantly enhance managers' ability to address complex challenges, optimize resources, and improve organizational performance (Giacomelli et al., 2019). Studies indicate that self-efficacy, fostered through effective training programs, correlates positively with training outcomes and enhances managerial competencies within cooperatives (Goulart et al., 2022). In cooperative settings, where decision-making is often collective, the development of structured decision-making frameworks is essential for ensuring transparency, accountability, and efficiency (Gómez et al., 2022).

Despite the extensive body of literature on HR competencies and organizational performance, there remains a significant research gap regarding the specific influence of communication, teamwork, leadership, and decision-making on the performance of cooperative managers. While previous studies have emphasized the

importance of these competencies in various organizational contexts, limited research has focused on their collective impact within cooperative organizations, particularly in developing regions. Moreover, studies often overlook the development of soft skills crucial for enhancing managerial competencies, such as emotional intelligence, communication, and leadership skills (Bethari, 2024). Additionally, many cooperative HR training programs prioritize technical skills while neglecting essential soft skills (Suryantini et al., 2022). Furthermore, the dynamic nature of cooperatives, influenced by member engagement and external market conditions, necessitates a continuous evaluation of HR competencies, yet there is a lack of longitudinal studies assessing these changes over time (Janudin et al., 2023).

The primary objective of this study is to analyze the relationship between HR competencies (specifically communication, teamwork, leadership, and decision-making) and managerial performance in cooperative organizations. By identifying the most influential competencies, the study seeks to provide practical insights for improving HR development strategies within cooperatives. The study also aims to determine the dominant factor that contributes to managerial performance, thereby offering targeted recommendations for enhancing managerial effectiveness and organizational productivity. This research contributes to the growing body of literature on HR management in cooperatives and provides evidence-based solutions for addressing performance gaps in cooperative organizations. By integrating insights from the Resource-Based View and the Ulrich HR Role Model, this study highlights the necessity of a holistic competency framework tailored to cooperatives' distinct operational dynamics. Additionally, by addressing gaps related to soft skills, this study offers a more comprehensive understanding of HR competencies' role in cooperative management. These findings provide both theoretical advancements and practical implications, emphasizing the need for competency-based HR strategies that align with the cooperative model to enhance managerial performance and organizational sustainability.

LITERATURE REVIEW

The effective management of human resources (HR) has long been recognized as a fundamental determinant of organizational success. In cooperative organizations, HR management is particularly complex due to the unique governance structures, shared decision-making processes, and the need for collective participation among members. The Resource-Based View (RBV) framework highlights human capital as a strategic resource that enhances organizational performance by leveraging employees' skills, knowledge, and expertise (Orobia et al., 2020; Martini et al., 2021). Prior studies emphasize that managerial competencies—including communication, teamwork, leadership, and decision-making—are essential in optimizing cooperative performance, yet empirical research examining their collective impact in cooperatives remains limited (Giacomelli et al., 2019).

The Ulrich HR Role Model further supports the argument that HR competencies contribute to organizational effectiveness by defining HR professionals as strategic partners, change agents, and employee champions (Long et al., 2018; Sivapragasam & Raya, 2017). In the cooperative sector, where democratic governance structures require shared leadership and consensus-building, HR competencies become even more crucial. However, most HR competency models have been developed in corporate settings, leaving a gap in the literature regarding their applicability in cooperatives (Dash et al., 2023; Martínez‐León et al., 2020). This study addresses this gap by evaluating the integrated effects of communication, teamwork, leadership, and analytical decision-making in cooperative organizations.

Communication and Organizational Performance

Communication is widely regarded as a key enabler of managerial effectiveness, as it facilitates information sharing, promotes trust, and ensures that organizational goals are clearly conveyed (Khanal, 2023; Markova, 2024). In cooperative organizations, where collective decision-making is a central principle, effective communication is essential to aligning diverse perspectives and resolving conflicts (Hermawan et al., 2022). Research by Körner et al. (2015) confirms that transparent and structured communication improves group cohesion and decision efficiency, ultimately enhancing cooperative governance. However, empirical studies also indicate that communication alone is insufficient to drive performance unless it is combined with strong teamwork and leadership structures (Merbawani et al., 2021).

Teamwork and Cooperative Efficiency

Teamwork is critical in cooperatives, as it fosters collaborative decision-making, shared accountability, and collective problem-solving (Askari et al., 2020). Studies have shown that high-performing cooperatives rely on strong team dynamics to enhance productivity and sustain operational success (Martínez‐León et al., 2020; Merbawani et al., 2021). Research by García & Russo (2019) emphasizes that team-based management approaches improve employee engagement and commitment, especially in participatory governance models such as cooperatives. However, despite the benefits, empirical findings suggest that cooperatives often lack structured mechanisms for teamwork development, which can lead to inefficiencies in coordination and conflict resolution (Chaddad & Iliopoulos, 2012; López et al., 2018). This study expands the existing literature by demonstrating how

teamwork interacts with other HR competencies to drive managerial effectiveness in cooperatives.

Leadership and Decision-Making in Cooperative Organizations

Leadership plays a central role in influencing cooperative success, particularly in managing member-driven decision-making processes. While transformational leadership is often associated with enhanced employee engagement and innovation (Hikmawati et al., 2019; Pavlidis, 2021), participative leadership styles have been found to be more effective in cooperative settings (Martínez‐León et al., 2020; Ahmed, 2023). Recent studies indicate that cooperatives require adaptive leadership styles that balance democratic participation with strategic decision-making (Hanoum et al., 2021; Dash et al., 2023). However, few empirical studies have examined how leadership integrates with teamwork and decision-making in cooperative governance, making this study a critical contribution to the field.

Analytical decision-making is another key competency that directly impacts managerial performance. Empirical studies confirm that data-driven decision-making improves efficiency, optimizes resource allocation, and enhances strategic outcomes (Efendi & Kusuma, 2021; Ouiddad et al., 2020). In cooperative settings, where decisions must reflect the collective interests of members, structured decision-making frameworks are essential to ensuring transparency and accountability (Gómez et al., 2022). Recent findings suggest that cooperative managers who leverage analytical tools and business intelligence systems perform significantly better in achieving organizational goals (S, 2023; Oliveira et al., 2021). However, there remains a gap in the literature regarding how decision-making competencies interact with communication, teamwork, and leadership to drive overall performance—a gap this study aims to address.

Bridging the Research Gap

Despite growing interest in HR competencies, empirical studies examining their combined impact in cooperatives remain scarce. While previous research has assessed the individual effects of communication, teamwork, leadership, and decision-making, few studies have investigated their interconnected influence in cooperative organizations (Bijman et al., 2012; Orobia et al., 2020). This study bridges this gap by providing empirical evidence on how these competencies collectively contribute to managerial performance in cooperatives. The findings will offer both theoretical advancements and practical insights, informing HR development strategies tailored to cooperative governance structures.

RESEARCH AND METHODOLOGY

The methodology employed in this study is designed to systematically evaluate the relationship between human resource (HR) competencies (communication skills, teamwork, leadership, and analytical decision-making) and managerial performance within cooperative organizations. A quantitative approach was selected to enable a structured and data-driven analysis of these relationships. This chapter describes the research design, sampling techniques, data collection methods, measurement instruments, and analytical tools employed to ensure the rigor, reliability, and validity of the findings.

Research Design

This study employs a quantitative, explanatory research design to investigate the influence of HR competencies on the performance of cooperative managers. Quantitative methods provide a structured framework to test hypotheses and establish the relationships between variables (Mutua, 2019). By applying multiple linear regression as the primary statistical method, the study models the effect of communication skills, teamwork, leadership, and analytical decision-making (independent variables) on managerial performance (dependent variable).

Study Population and Sampling

The target population of this study consists of managers and administrators of cooperatives operating in Barru Regency, Indonesia. Cooperatives are selected as the research focus due to their critical role in promoting economic empowerment and sustainable development in the region. The population includes individuals in leadership positions, such as board members, supervisors, and operational managers.

To ensure a representative sample, the study employs simple random sampling, a probability-based technique that provides each cooperative an equal chance of being included in the sample (Sellare et al., 2020). This method enhances the generalizability of the findings while minimizing selection bias. A total sample size of 65 cooperative managers was determined to achieve sufficient statistical power and ensure reliable results. The sample was drawn from an existing list of active cooperatives obtained from the local Cooperative Office.

The justification for using simple random sampling lies in its effectiveness in obtaining a balanced representation of cooperatives, regardless of their size or sector. However, given the specific nature of cooperative management, the study also considered purposive sampling to ensure that only cooperatives actively engaged in

managerial practices and performance evaluations were included (LAWRENCE et al., 2023; Ismaila et al., 2020).

Measuremet Variable

The study focuses on five key variables: four independent variables representing HR competencies and one dependent variable, managerial performance. Communication skills were measured by evaluating respondents' ability to convey information effectively, resolve misunderstandings, and engage with stakeholders. Teamwork was assessed based on the ability to collaborate, share responsibilities, and contribute to group problem-solving, emphasizing the collective nature of cooperative management. Leadership was measured through indicators capturing both transformational and transactional leadership styles, including the capacity to motivate, empower, and delegate tasks effectively. Analytical decision-making, identified as a critical competency, was evaluated by examining the use of data-driven insights, systematic evaluation of alternatives, and the quality of decisions made. Managerial performance, the dependent variable, was measured using indicators such as task efficiency, problem-solving effectiveness, decision-making outcomes, and collaborative efforts with team members. These measures integrate both financial and non-financial performance indicators, providing a comprehensive evaluation framework aligned with prior research in HR studies Zemedagegnehu, 2021; Mardi et al., 2020). This multi-dimensional approach ensures the robust measurement of variables, capturing the nuanced dynamics of HR competencies and their impact on managerial effectiveness.

Data Analysis Methods

Primary data were collected through structured questionnaires, which consisted of three sections: demographic information, HR competencies, and managerial performance. Responses were measured using validated Likert scales, ranging from 1 (strongly disagree) to 5 (strongly agree), to capture the intensity of perceptions. The questionnaire was pilot-tested on a subset of respondents to refine its clarity and reliability. Cronbach's alpha was used to confirm internal consistency, ensuring the validity and reliability of the instrument. The collected data were processed and analyzed using SPSS software, which provided the tools for conducting descriptive statistics and multiple regression analysis. To evaluate the influence of HR competencies on managerial performance, the study employs multiple linear regression analysis as the primary analytical technique. This method is appropriate for modeling the relationships between multiple independent variables and a single continuous dependent variable (Mutua, 2019).

The regression assumptions, including normality, multicollinearity, and homoscedasticity, were tested to ensure the robustness of the results. Ethical considerations were rigorously observed, with informed consent obtained from all participants and confidentiality assured for their responses. This methodological framework, grounded in statistical rigor and ethical integrity, provided a robust basis for analyzing the impact of HR competencies on managerial performance.

RESULT AND DISCUSSION

Result

This chapter presents the findings of the study examining the influence of human resource (HR) competencies (communication skills, teamwork, leadership, and analytical decision-making) on managerial performance in cooperative organizations in Barru Regency. The results are organized systematically to provide a clear understanding of the relationships between the variables, the strength of their impact, and the significance of these relationships. Descriptive statistics, regression analysis, and hypothesis testing are presented to address the research objectives.

Descriptive Statistics

The study collected data from 65 cooperative managers across various organizations in Barru Regency. Respondent characteristics, such as gender, educational level, and work experience, were analyzed to provide a demographic profile of the participants.

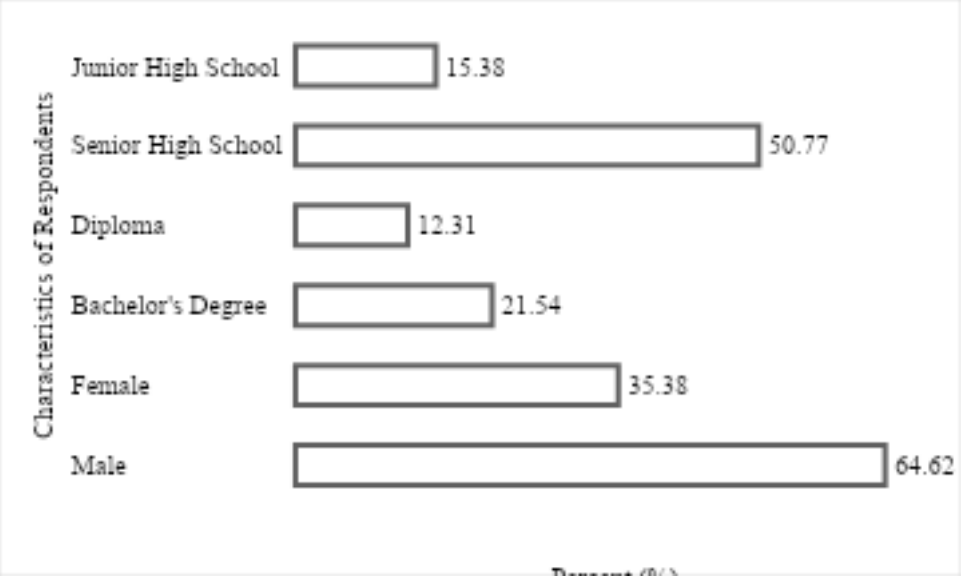

Figure 1. Characteristic of Respondent

The majority of respondents (64.62%) were male, while 35.38% were female, indicating a relatively balanced gender representation in managerial roles within the cooperatives. Educational background showed that 50.77% of the respondents held a senior high school degree, 21.54% held a bachelor's degree, and 12.31% had diplomas. This distribution highlights varying levels of educational attainment, which may influence managerial competencies.

The study assessed four HR competencies (communication skills, teamwork, leadership, and analytical decision-making) and their relationship to managerial performance.

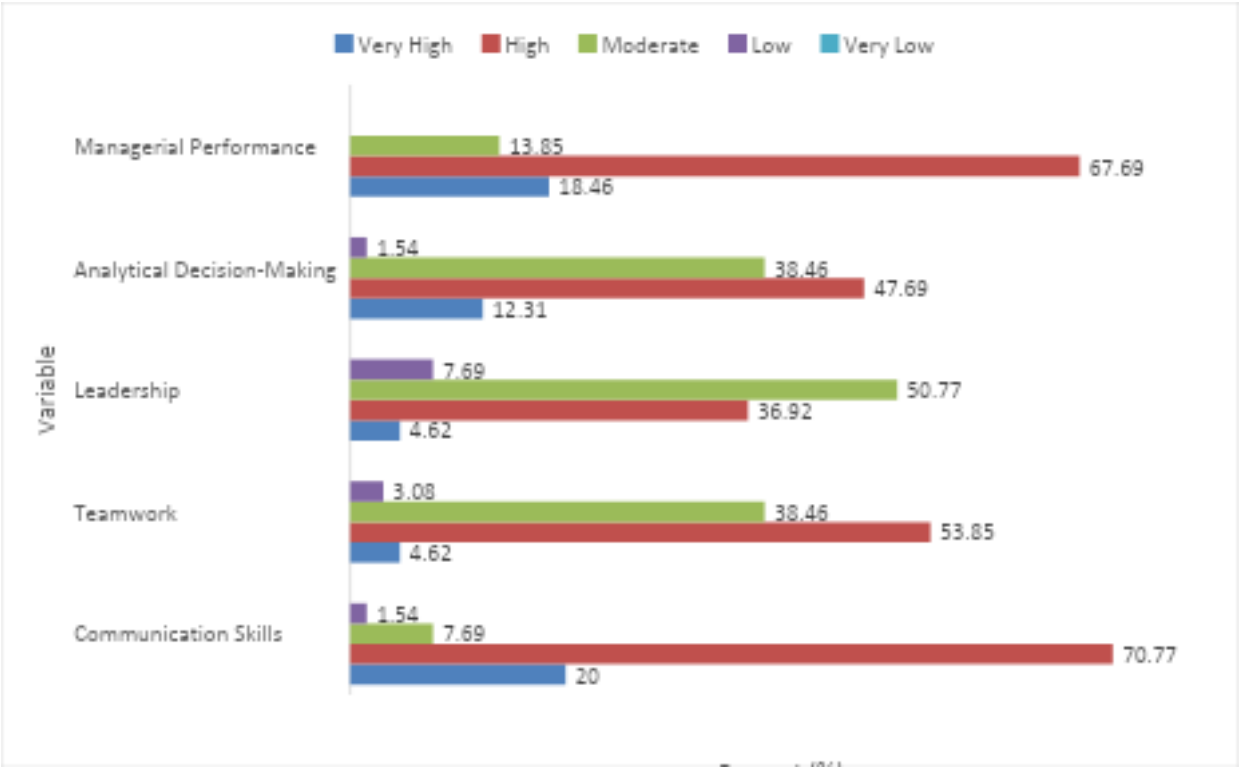

Figure 2. Descriptive Analysis of Key Variables

Respondents were asked to evaluate their ability to express ideas, resolve conflicts, and engage with team members. Results showed that 70.77% of respondents rated their communication skills as high, while 20% rated them as very high. Only 7.69% perceived their communication ability as average, and a mere 1.54% rated it low. These findings align with previous research emphasizing communication as a key predictor of managerial success (Khanal, 2023; Markova, 2024).

Teamwork was measured through respondents' perceptions of their ability to collaborate, share responsibilities, and contribute to collective problem-solving. The results indicated that 53.85% of respondents rated their teamwork abilities as high, and 38.46% assessed them as moderate. Only 4.62% reported very high teamwork competency, while a small proportion (3.08%) rated their teamwork ability as low. These results suggest that teamwork is generally well-developed but may require further enhancement to maximize collective productivity (Askari et al., 2020; Körner et al., 2015).

Leadership capabilities were assessed based on transformational and transactional leadership indicators. Results showed that 50.77% of respondents rated their leadership performance as moderate, while 36.92% considered it high. Only 4.62% rated it very high, whereas 7.69% reported low leadership performance. These findings support existing literature suggesting that a balanced approach combining transformational and transactional leadership styles is particularly effective in cooperatives (Martínez‐León et al., 2020; Pavlidis, 2021).

The ability to make data-driven and structured decisions was measured through responses regarding systematic evaluations, data utilization, and decision outcomes. Results indicated that 47.69% of respondents considered their decision-making skills high, and 38.46% rated them as moderate. A smaller proportion (12.31%) reported very high competency, while only 1.54% rated their decision-making ability as low. This result confirms previous findings that analytical decision-making is one of the strongest predictors of managerial performance (Efendi & Kusuma, 2021; Ouiddad et al., 2020).

Managerial performance was assessed using financial, operational, and organizational key performance indicators (KPIs), including task efficiency, productivity, member satisfaction, and decision-making quality. Results revealed that 67.69% of respondents rated their performance as high, 18.46% as very high, and 13.85% as moderate. None of the respondents rated their performance as low, indicating overall strong managerial performance across the cooperatives.

Results of Regression Analysis

To examine the relationship between HR competencies and managerial performance, multiple linear regression analysis was conducted. The regression model included communication skills (X1), teamwork (X2), leadership (X3), and analytical decision-making (X4) as independent variables, with managerial performance (Y) as the dependent variable.

Table 1. The coefficients, significance levels, and model fit

Variable	Beta Coefficient	t-value	p-value
Constant	0.836	-	-
Communication Skills (X1)	0.057	0.650	0.518
Teamwork (X2)	0.318	3.696	0.000*
Leadership (X3)	0.099	1.392	0.169
Analytical Decision-Making (X4)	0.404	5.158	0.000*

*Significant at p<0.05p < 0.05p<0.05.
Source: SPSS 26 Statistical Output

The results indicate that the model explains approximately 56.6% of the variance in managerial performance (R2=0.566R^2 = 0.566R2=0.566). The F-test yielded a value of 19.539 with a significance level of p = 0.000, confirming that the regression model is statistically significant and suitable for predicting managerial performance.

Among the independent variables, teamwork (p = 0.000) and analytical decision-making (p = 0.000) emerged as significant predictors of managerial performance. The beta coefficient for teamwork (0.318) suggests a positive and moderate effect on performance, supporting previous studies that emphasize the importance of collaboration and collective productivity (Askari et al., 2020; Chou et al., 2012).

Analytical decision-making had the highest beta coefficient (0.404), indicating that it is the most influential variable in determining managerial performance. This finding aligns with existing literature highlighting the critical role of data-driven decision-making in improving decision quality and operational outcomes (Efendi & Kusuma, 2021; Ouiddad et al., 2020).

Communication skills (p = 0.518) and leadership (p = 0.169) did not show significant effects on managerial performance when examined individually. While communication skills were positively correlated with performance, their impact was less pronounced compared to teamwork and decision-making. This result may reflect the specific dynamics of cooperative organizations, where communication alone is insufficient to drive performance without complementary factors such as teamwork and decision-making (Markova, 2024; Khanal, 2023).

Leadership demonstrated a positive but statistically insignificant effect on performance. The results suggest

that while leadership is important for guiding and motivating teams, its impact is more indirect and may require integration with other competencies to achieve significant improvements in performance (Martínez‐León et al., 2020).

The findings of this study highlight the critical role of HR competencies—particularly teamwork and analytical decision-making—in enhancing managerial performance in cooperative organizations. While communication skills and leadership were positively associated with performance, their effects were less significant compared to teamwork and decision-making. The results confirm the importance of data-driven decision-making processes and collaborative work environments in improving managerial outcomes, aligning with existing literature (Efendi & Kusuma, 2021; Ouiddad et al., 2020; Askari et al., 2020).

These findings provide empirical evidence to support the development of targeted HR strategies that focus on enhancing teamwork and decision-making capabilities among cooperative managers. By prioritizing these competencies, cooperatives can optimize managerial performance, improve operational efficiency, and achieve sustainable growth in competitive market environments.

Discussion

The findings of this study provide valuable insights into the critical role of HR competencies—communication, teamwork, leadership, and analytical decision-making—in influencing managerial performance within cooperative organizations. By situating these findings within the broader context of existing literature, this discussion highlights the implications, limitations, and practical recommendations for developing managerial competencies to enhance organizational outcomes. The results align with and extend prior research on HR competencies while offering new insights into their specific impact in cooperative settings.

Analytical decision-making emerged as the most significant predictor of managerial performance, reinforcing its pivotal role in organizational success. The findings align with previous studies emphasizing the importance of data-driven decision-making in enhancing efficiency, revenue generation, and customer satisfaction (Efendi & Kusuma, 2021; Istianingsih et al., 2020; Ouiddad et al., 2020). Managers who possess strong analytical skills are better equipped to evaluate complex situations, identify optimal solutions, and implement strategies that align with organizational objectives. This study provides empirical support for the argument that analytical decision-making not only improves operational performance but also builds organizational resilience by enabling managers to make informed, evidence-based decisions (Orobia et al., 2020; Tovmasyan, 2022).

Moreover, teamwork also emerged as a critical competency with a significant impact on managerial performance. The collaborative nature of cooperative organizations, which requires collective decision-making and shared responsibilities, underscores the importance of teamwork in achieving operational and strategic objectives. This study reinforces findings from Chou et al. (2012) and DeChurch & Mesmer-Magnus (2010), who argue that cohesive teamwork enhances productivity, motivation, and commitment within organizations. By fostering a culture of collaboration through team-building activities, performance management systems, and cross-functional projects, cooperatives can optimize the collective potential of their members.

While communication and leadership were positively associated with managerial performance, they did not demonstrate statistically significant independent effects. This finding contrasts with research in traditional corporate settings, where these competencies are often considered primary drivers of leadership effectiveness (Garcia & Russo, 2019; Ahmed, 2023). The differences in findings can be attributed to the unique governance structure of cooperatives, where decision-making authority is distributed among members rather than centralized in a single leader.

The insignificance of communication as an independent predictor may be due to the fact that in cooperatives, communication is intertwined with teamwork and decision-making rather than functioning as a standalone driver of performance. Previous studies suggest that effective communication enhances team cohesion and facilitates decision-making (Khanal, 2023; Markova, 2024; Hermawan et al., 2022). However, this study indicates that communication may be more of a supporting mechanism rather than a direct performance determinant in cooperatives, where collective engagement and consensus-building are emphasized over hierarchical structures.

Similarly, the non-significant effect of leadership may reflect the cooperative model's participatory governance structure, which differs from hierarchical organizations where leadership plays a more pronounced role (Cheney et al., 2014; Martínez‐León et al., 2020). In cooperatives, leadership responsibilities are often shared among managers and members, reducing the centralized influence of individual leaders. This finding supports prior research suggesting that leadership in cooperatives is more facilitative and decentralized, making it less of a dominant predictor of managerial performance (Xiao et al., 2016; Gómez et al., 2022). Unlike corporate settings, where transformational leadership has been strongly linked to performance, cooperative managers may rely more on consensus-building rather than top-down leadership approaches (Martínez‐León et al., 2020; Pavlidis, 2021). These findings extend the existing literature by suggesting that HR competencies function differently in

cooperatives compared to traditional organizations, highlighting the need for HR models tailored specifically to cooperative governance structures.

This study's findings align with the Resource-Based View (RBV), which positions human capital as a strategic resource that can create sustainable competitive advantages (Orobia et al., 2020). The significance of analytical decision-making and teamwork reinforces the idea that organizations with structured decision-making frameworks and strong team collaboration can achieve superior performance outcomes. This study also supports the Ulrich HR Role Model, emphasizing the role of HR professionals in fostering strategic change and driving organizational success (Long et al., 2013; Long et al., 2018).

However, the distinct findings on communication and leadership challenge conventional HR frameworks, suggesting that traditional competency models may not fully apply to cooperatives. The cooperative governance model requires a more participatory leadership approach, where leadership is not centralized but distributed among members and managers. Additionally, communication in cooperatives does not operate in isolation but functions as a facilitator for teamwork and decision-making. These nuances emphasize the need for a refined HR competency framework specific to cooperatives, which integrates collective decision-making and participatory leadership styles.

This study provides robust evidence on the role of HR competencies in enhancing managerial performance within cooperative organizations. The findings demonstrate that analytical decision-making and teamwork are the most influential predictors, highlighting their critical role in achieving operational efficiency and strategic objectives. Meanwhile, communication and leadership act as foundational enablers, rather than direct drivers of performance. These findings challenge conventional HR competency models and emphasize the need for a cooperative-specific HR framework that accommodates participatory governance and shared decision-making.

By adopting targeted interventions and fostering a culture of continuous improvement, cooperative organizations can optimize their managerial capabilities and achieve long-term sustainability. This study contributes to the growing body of research on HR management in cooperatives and offers practical recommendations for enhancing organizational performance through competency-based HR strategies.

CONCLUSION

This study provides empirical evidence on the influence of HR competencies—communication, teamwork, leadership, and analytical decision-making—on managerial performance within cooperative organizations. By examining these competencies collectively, the study confirms that they play a crucial role in shaping managerial effectiveness and organizational success. The findings strongly support the hypothesis that HR competencies influence managerial performance in cooperatives, with analytical decision-making and teamwork emerging as the most significant predictors. These results highlight the importance of structured decision-making processes and collaborative work environments in driving operational efficiency and achieving strategic objectives.

Communication and leadership, while positively associated with performance, did not demonstrate statistically significant effects as independent predictors. This finding refines the hypothesis by suggesting that these competencies function as enablers rather than primary determinants of performance in cooperative settings. Communication enhances collaboration and ensures clarity in decision-making, while leadership provides motivation and direction. However, in cooperatives—where governance is participatory and decision-making is distributed—these competencies appear to be more effective when integrated with teamwork and analytical decision-making rather than as standalone drivers of performance. This distinction is critical in understanding how HR competencies function within different organizational contexts and reinforces the need for competency frameworks tailored to cooperative management structures.

The study contributes to existing literature by bridging the gap between HR competency models and cooperative governance frameworks. It extends the Resource-Based View (RBV) by emphasizing human capital as a strategic resource, particularly in collective governance environments. Furthermore, it aligns with the Ulrich HR Role Model, demonstrating how HR competencies can be leveraged to enhance managerial decision-making, teamwork dynamics, and overall organizational performance. These findings challenge conventional HR theories by highlighting how cooperative organizations require a different competency emphasis compared to traditional hierarchical businesses.

The practical implications of these findings are significant. Cooperative organizations can enhance managerial performance by implementing targeted HR development programs, including training initiatives focused on data-driven decision-making, teamwork enhancement, and participatory leadership approaches. By fostering a culture that integrates these competencies within a cooperative governance model, organizations can optimize managerial effectiveness and sustain long-term growth. Moreover, strategic HR interventions—such as competency-based assessments, collaborative leadership development, and structured decision-making training—can help cooperatives overcome governance inefficiencies and enhance organizational resilience in dynamic market environments.

This study also identifies directions for future research. Given the observed variability in the significance of HR competencies, further studies should explore contextual factors such as cooperative size, industry type, and regional differences that may influence competency effectiveness. Additionally, qualitative research examining how cooperative managers apply HR competencies in real-world decision-making could provide deeper insights into the mechanisms driving managerial performance. Comparative studies between cooperatives and traditional corporate organizations could also help refine HR competency models specific to participatory governance structures.

Overall, the study confirms the working hypothesis that HR competencies significantly impact managerial performance in cooperatives. However, it also refines this hypothesis by demonstrating that not all competencies exert direct effects; instead, some act as complementary mechanisms supporting teamwork and decision-making. By addressing the unique challenges of participatory governance and fostering key HR competencies, cooperative organizations can strengthen managerial capacity, enhance performance, and ensure long-term sustainability. These findings provide a strong foundation for advancing HR management practices in cooperatives while offering valuable insights for both practitioners and researchers.

Acknowledgements

We would like to express our deepest gratitude to all members of the research team for their invaluable contributions, dedication, and collaboration throughout this study. We also extend our heartfelt appreciation to the cooperative managers and administrators who participated as respondents, providing critical insights and sharing their experiences that enriched the quality of this research. Your time, openness, and support were instrumental in making this study possible. Thank you for being an integral part of this journey.

REFERENCES

Adriansyah, M., Setiawan, M., & Yuniarinto, A. (2020). The influence of transactional leadership style and work culture on work performance mediated by work motivation. Jurnal Aplikasi Manajemen, 18(3), 563-571. https://doi.org/10.21776/ub.jam.2020.018.03.17

Ahmed, M. (2023). Leadership styles and their influence on project team performance. Sir Syed Journal of Education & Social Research (Sjesr), 6(2), 153-159. https://doi.org/10.36902/sjesr-vol6-iss2-2023(153-159)

Allaham, M. (2022). Bibliometric analysis of hr analytics literature. Elektronik Sosyal Bilimler Dergisi, 21(83), 1147-1169. https://doi.org/10.17755/esosder.950426

Anjum, A., Awan, R., & Zulqarnain, M. (2021). Head's leadership styles and effectiveness of school teams: Exploring the role of motivational mechanisms. Journal of Research in Social Sciences, 9(1), 1-20. https://doi.org/10.52015/jrss.9i1.92

Arvai, J., & Froschauer, A. (2010). Good decisions, bad decisions: The interaction of process and outcome in evaluations of decision quality. Journal of Risk Research, 13(7), 845-859. https://doi.org/10.1080/13669871003660767

Askari, G., Asghri, N., Gordji, M., Asgari, H., Filipe, J., & Azar, A. (2020). The impact of teamwork on an organization's performance: A cooperative game's approach. Mathematics, 8(10), 1804. https://doi.org/10.3390/math8101804

Bethari, A. (2024). Role of emotional intelligence and social skills in effective leadership and teamwork in indonesia. Journal of Human Resource and Leadership, 9(2), 13-23. https://doi.org/10.47604/jhrl.2340

Bijman, J., Hendrikse, G., & Oijen, A. (2012). Accommodating two worlds in one organisation: Changing board models in agricultural cooperatives. Managerial and Decision Economics, 34(3-5), 204-217. https://doi.org/10.1002/mde.2584

Bowra, Z. (2012). Impact of human resource practices on employee perceived performance in banking sector of Pakistan. African Journal of Business Management, 6(1). https://doi.org/10.5897/ajbm11.2312

Cascini, F., Santaroni, F., Lanzetti, R., Failla, G., Gentili, A., & Ricciardi, W. (2021). Developing a data-driven approach in order to improve the safety and quality of patient care. Frontiers in Public Health, 9. https://doi.org/10.3389/fpubh.2021.667819

Chaddad, F., & Iliopoulos, C. (2012). Control rights, governance, and the costs of ownership in agricultural cooperatives. Agribusiness, 29(1), 3-22. https://doi.org/10.1002/agr.21328

Cheney, G., Cruz, I., Peredo, A., & Nazareno, E. (2014). Worker cooperatives as an organizational alternative: Challenges, achievements and promise in business governance and ownership. Organization, 21(5), 591-603. https://doi.org/10.1177/1350508414539784

Chou, H., Lin, Y., & Chou, S. (2012). Team cognition, collective efficacy, and performance in strategic decision-making teams. Social Behavior and Personality: An International Journal, 40(3), 381-394. https://doi.org/10.2224/sbp.2012.40.3.381

Dash, I., Gupta, J., & Meher, J. (2023). Deciphering HR challenges for organizational ambidexterity: A study on energy sector in India. International Journal of Organizational Analysis, 32(7), 1204-1220. https://doi.org/10.1108/ijoa-11-2022-3481

Efendi, D., & Kusuma, E. (2021). The role of the management accounting system and decision-making style on managerial performance. Jurnal Keuangan Dan Perbankan, 25(1). https://doi.org/10.26905/jkdp.v25i1.5330

Elbaz, A., & Haddoud, M. (2017). The role of wisdom leadership in increasing job performance: Evidence from the Egyptian tourism sector. Tourism Management, 63, 66-76. https://doi.org/10.1016/j.tourman.2017.06.008

Fitria, N., Wijayanti, I., Santoso, A., Romadon, S., & Kraugusteeliana, K. (2023). The role of management information systems in human resource competency development. Jurnal Minfo Polgan, 12(1), 1387-1396. https://doi.org/10.33395/jmp.v12i1.12764

Giacomelli, G., Ferrè, F., Furlan, M., & Nuti, S. (2019). Involving hybrid professionals in top management decision-making: How managerial training can make the difference. Health Services Management Research, 32(4), 168-179. https://doi.org/10.1177/0951484819844778

Giermindl, L., Strich, F., Christ, O., Leicht‐Deobald, U., & Redzepi, A. (2021). The dark sides of people analytics: reviewing the perils for organisations and employees. European Journal of Information Systems, 31(3), 410-435. https://doi.org/10.1080/0960085x.2021.1927213

Gómez, J., Salgado, B., & Torres-Toukoumidis, Á. (2022). Proposal of playful innovation for decision making in savings cooperatives. The Case of Ecuador, 145-153. https://doi.org/10.2991/978-2-494069-25-1_16

Goulart, E., Weymer, A., & Moreira, V. (2022). The influence of self-efficacy on training effectiveness in cooperative organizations. Revista De Administração Da Ufsm, 15(2), 331-353. https://doi.org/10.5902/1983465967213

Han, S. and Stieha, V. (2020). Growth mindset for human resource development: a scoping review of the literature with recommended interventions. Human Resource Development Review, 19(3), 309-331. https://doi.org/10.1177/1534484320939739

Hanoum, S., Muniroh, M., & Nabawi, S. (2021). The influence of transformational and transactional leadership on organizational performance in millennials generation. Advances in Economics, Business and Management Research. https://doi.org/10.2991/aebmr.k.210510.023

Hermawan, I., Suharnomo, S., Sartono, S., & Hindrawati, G. (2022). Determining the role of leadership on creative performance by implementing synergized-team consolidation. International Journal of Applied Business and International Management, 7(2), 14-29. https://doi.org/10.32535/ijabim.v7i2.1545

Hikmawati, F., Kardinah, N., & Darmawan, D. (2019). The effect of transformational leadership style on organizational commitment to student organizations. https://doi.org/10.4108/eai.8-12-2018.2283927

Hsu, H., Tung, H., Kau, K., Huang, S., & Tsay, S. (2022). Effects of professional autonomy and leadership style on the team-based practice of acute care nurse practitioners in Taiwan. Journal of Nursing Research, 30(1), e191. https://doi.org/10.1097/jnr.0000000000000461

Istianingsih, N., Masnun, A., & Pratiwi, W. (2020). Managerial performance models through decision making and emotional intelligence in public sector. Administratie Si Management Public, 1(35), 153-166. https://doi.org/10.24818/amp/2020.35-10

Ismaila, M., Olamilekan, A., & Ajoke, A. (2020). Halal marketing practices and performance of cooperative societies in Ilorin metropolis, Kwara state, Nigeria. Journal of Islamic Business and Management (JIBBM), 10(2). https://doi.org/10.26501/jibm/2020.1002-004

Janudin, S., Said, M., Lajuni, N., & Yacob, Y. (2023). Contemporary performance measurement systems, organizational commitment and managerial performance of top 100 cooperatives in malaysia. International Journal of Professional Business Review, 8(6), e0970. https://doi.org/10.26668/businessreview/2023.v8i6.970

Kaur, S. and Kaur, G. (2021). Human resource practices, employee competencies and firm performance: a 2-1-2 multilevel mediational analysis. Personnel Review, 51(3), 1100-1119. https://doi.org/10.1108/pr-08-2020-0609

Khalid, I., Ullah, S., Hasnain, R., & Ali, N. (2024). The role of e-leadership on sustainable employee performance with the mediating effect of perceived team dynamics and moderating effect of organizational support. CRSSS, 2(2), 37-50. https://doi.org/10.59075/xa66hh89

Khanal, K. (2023). Pitfalls of cooperatives: Framework for effective management: Qualitative evidence from developing countries. KIC International Journal of Social Science and Management, 2(1), 64-72. https://doi.org/10.3126/kicijssm.v2i1.62481

Körner, M., Wirtz, M., Bengel, J., & Göritz, A. (2015). Relationship of organizational culture, teamwork, and job satisfaction in interprofessional teams. BMC Health Services Research, 15(1). https://doi.org/10.1186/s12913-015-0888-y

LAWRENCE, O., Komba, S., & Iwata, J. (2023). Effect of cooperative education and training on the performance of agricultural marketing cooperative societies in Ukerewe and Sengerema, Tanzania. East African Journal of Education and Social Sciences, 4(1). https://doi.org/10.46606/eajess2023v04i01.0254

Long, C., Fei, G., Amechi, U., & Kowang, T. (2018). The relationship between HR competencies and organizational performance in the banking sector in Nigeria. International Journal of Human Resource Studies, 8(1), 217. https://doi.org/10.5296/ijhrs.v8i1.12495

Magro, C., Gorla, M., Kroenke, A., & Hein, N. (2016). Financial economic performance ranking and the relationship with attributes of corporate governance: A study of agricultural cooperatives. Journal of Innovative Technology and Education, 3, 215-225. https://doi.org/10.12988/jite.2016.6827

Martínez‐León, I., Cifuentes, I., Martínez-Victoria, M., & Arcas‐Lario, N. (2020). Leadership style and gender: A study of Spanish cooperatives. Sustainability, 12(12), 5107. https://doi.org/10.3390/su12125107

Markova, M. (2024). A theoretical framework of developing leadership capacity for successful organizational outcomes. Journal of Leadership in Organizations, 6(1). https://doi.org/10.22146/jlo.77232

Mateen, A., Rehman, S., & Nisar, Q. (2024). Learning, integration, and re-configuration: dynamic capabilities as drivers of data-driven insights and decision quality. ABBDM, 4(4), 17-33. https://doi.org/10.62019/abbdm.v4i4.233

Merbawani, R., Yani, L., & Munfadlila, A. (2021). Relationship between hospital leadership style with employee performance at general hospital in the COVID-19 pandemic period. International Journal of Nursing and Midwifery Science (IJNMS), 5(1), 76-82. https://doi.org/10.29082/ijnms/2021/vol5/iss1/335

Mohammed, K., Othman, J., & Silva, J. (2012). Social demographic factors that influence transformational leadership styles among top management in selected organizations in Malaysia. Asian Social Science, 8(13). https://doi.org/10.5539/ass.v8n13p51

Muda, I., Erlina, Omar, N., Said, J., & Kholis, A. (2019). The constraints and barriers for loan distribution by financing institutions to cooperant members. Journal of Southwest Jiaotong University, 54(3). https://doi.org/10.35741/issn.0258-2724.54.3.2

Mutua, M. (2019). Linking human capital resourcing practices and performance of financial cooperatives in Kenya: Does presence of formal human resource department matter? Management and Labour Studies, 44(2), 148-167. https://doi.org/10.1177/0258042x18820685

Oliviera, M., McCormack, K., Bronzo, M., & Trkman, P. (2021). The effect of individual analytical orientation and capabilities on decision quality and regret. International Journal of Business Analytics, 9(1), 1-19. https://doi.org/10.4018/ijban.288510

Olsen, O., Ågotnes, K., Hetland, J., Espevik, R., & Ravnanger, C. (2023). Virtual team-cooperation from home-office: a quantitative diary study of the impact of daily transformational- and passive-avoidant leadership – and the moderating role of task interdependence. Frontiers in Psychology, 14. https://doi.org/10.3389/fpsyg.2023.1188753

Orobia, L., Nakibuuka, J., Bananuka, J., & Akisimire, R. (2020). Inventory management, managerial competence and financial performance of small businesses. Journal of Accounting in Emerging Economies, 10(3), 379-398. https://doi.org/10.1108/jaee-07-2019-0147

Pavlidis, N. (2021). Theoretical leadership models. IJFIRM, 11(4), 24-36. https://doi.org/10.35808/ijfirm/267

Rahmat, A., & Rofiaty, _. (2023). The effect of entrepreneurial orientation and knowledge management on organizational performance through innovation. International Journal of Research in Business and Social Science (2147-4478), 12(4), 78-87. https://doi.org/10.20525/ijrbs.v12i4.2606

Rehman, A. (2023). Unveiling people analytics and organizations: a critical literature review. JPR, 9(4), 284-294. https://doi.org/10.61506/02.00151

Riadi, F. (2021). Competence of cooperative administrators. Jurnal Ekonomi Bisnis & Entrepreneurship, 15(2), 61-68. https://doi.org/10.55208/jebe.v15i2.238

Riva, E., & Garavaglia, E. (2016). The sustainability and political agency of social cooperatives in Italy during the

great recession. International Journal of Sociology and Social Policy, 36(7/8), 435-455. https://doi.org/10.1108/ijssp-01-2016-0005

Sellare, J., Meemken, E., Kouamé, C., & Qaim, M. (2020). Do sustainability standards benefit smallholder farmers also when accounting for cooperative effects? Evidence from Côte d'Ivoire. American Journal of Agricultural Economics, 102(2), 681-695. https://doi.org/10.1002/ajae.12015

Shao, M., & Liu, J. (2022). Research on enterprise cooperation management strategy analysis system based on knowledge transfer model. Mathematical Problems in Engineering, 2022, 1-7. https://doi.org/10.1155/2022/4936154

Sivapragasam, P., & Raya, R. (2017). HRM and employee engagement link: Mediating role of employee well-being. Global Business Review, 19(1), 147-161. https://doi.org/10.1177/0972150917713369

Snell, A. (2011). Developing talent intelligence to boost business performance. Strategic HR Review, 10(2), 12-17. https://doi.org/10.1108/14754391111108301

Soepeno, B., Puji, R., Triyanto, J., & Prasetyo, G. (2023). Managerial skills development of buah ketakasi cooperative: improvement of the quality management system. International Journal of Multidisciplinary Applied Business and Education Research, 4(1), 271-279. https://doi.org/10.11594/ijmaber.04.01.25

Suryantini, W., Riana, I., & Suwandana, I. (2022). Effect of transformational leadership, supervision, work discipline and information technology on employee performance. European Journal of Business Management and Research, 7(6), 51-55. https://doi.org/10.24018/ejbmr.2022.7.6.1624

S, S. (2023). Impact of business intelligence and analytics on decision-making in online reservation systems within the hospitality sector. Indian Journal of Computer Science and Engineering, 14(4), 640-651. https://doi.org/10.21817/indjcse/2023/v14i4/231404002

Tovmasyan, G. (2022). The impact of skills, personality, and psychology on management and decision-making: Empirical study among managers and employees. Business Ethics and Leadership, 6(3), 5-13. https://doi.org/10.21272/bel.6(3).5-13.2022

Wu, Y., Jiang, X., Wang, S., Jiang, W., Li, P., & Ohno-Machado, L. (2015). Grid multi-category response logistic models. BMC Medical Informatics and Decision Making, 15(1). https://doi.org/10.1186/s12911-015-0133-y

Zemedagegnehu, S. (2021). The Effect of Business Process Re-engineering Practices on Employee Performances (The Case of Essera Woreda in Dawro Zone South West ETHIOPIA). European Journal of Business and Management. 13(5), 1-8. https://doi.org/10.7176/EJBM/13-5-01