

Research Article

The Role of Competency Mediation and Influence of Communication and Work Environment on the Performance of Cooperative Management

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ORCIDBoge Triatmanto: <https://orcid.org/0000-0001-5525-9464>**Abstract.**

This study aims to investigate the influence of communication and work environment on the performance of cooperative management, with competence as an intervening variable, in Malang City. The research's focus is multi-business cooperatives that have cooperative identification number certificates from the Indonesian Ministry of Cooperatives and SMEs. The sample in this study were all cooperative management who had attended cooperative training, and were collected using conditional simple random sampling with a total of 173 respondents. Structural Equation Modeling (SEM) analysis tool from the AMOS statistical software package was used for analysis. The results of the study show that the way cooperative leaders communicate with members plays a role in improving the performance of leaders. Cooperative management is shown to be effective when there is mutual trust between management employees, indicating that a non-physical work environment directly influences the performance of cooperative management. Increasing the competency of individual cooperative leaders also plays an essential role in improving performance. These findings indicate that the effectiveness of communication and the non-physical work environment will enhance the performance of management the competence of cooperative administrators is increased.

Keywords: competence, communication, non-physical work environment, cooperative management

1. Introduction

This research considers that the performance of cooperative management is the success of the management in carrying out work compared to what is produced which is based on skill, experience and seriousness and time in completing the work. Measures of the performance of cooperative management can be seen through activities that refer to effectiveness, responsiveness and accountability.

Cooperatives that are legal entities and have NIK (Cooperative Identification Number) certificates number 452 cooperative units consisting of various types in 2022. However,

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data held by the Cooperative and UKM Service in 2022 totals 624 cooperatives and only 363 cooperatives are declared active. From the performance of the management, the activity of a cooperative can be seen. Active cooperatives are cooperatives that hold member meetings at least 1 (one) time in the last 3 (three) years and carry out business activities to serve members (Permenkop 25/Th 2015). Whether in carrying out business activities and RAT, the management does not have competence, or does not understand or there is no good communication between the management, supervisors or members.

In cooperative organizations, the benchmark for the performance of cooperative management is to look at the growth and development of cooperatives in Indonesia consisting of cooperative institutions (cooperative units per province, cooperative units according to type/group of cooperatives, active and non-active cooperative units), number of members, size activities, capital, assets owned, and member profits in the form of SHU [1]. In essence, the growth of cooperatives does not yet reflect the correct way to see the role of cooperatives in national economic development [2]. Although support from the government and many other organizations has allowed cooperatives to develop in this country. However, the development of cooperative businesses does not always run as smoothly as expected and imagined, this is the result of how the management performs in carrying out the management of the cooperative organization.

Studies on the influence of the work environment on performance show that the non-physical work environment does not have a significant influence on performance [3]. However, other research says there is a positive and significant influence of the non-physical work environment on employee performance [4,5].

Previous research also proves that performance can be influenced by several factors, both directly and indirectly, namely through competence [6]. Communication has a positive effect on performance both directly and through competence [7]. Other research concludes that the work environment has a positive influence on performance both directly and through competence [8].

From the description above, it can be seen that the relationship between variables is still not consistent, where from previous researchers there were those that produced communication, and the non-physical work environment had an effect on performance, but there were also those that produced the opposite. This research aims to further investigate the influence of communication and the non-physical work environment on

the performance of cooperative administrators directly and indirectly through competency.

2. Literature Review

2.1. Cooperative management performance

In cooperatives, there are other things that also influence management performance, including the ability of individual administrators. Passion to succeed, openness to break away from the establishment, productivity, communication skills, ideas and the capability to make plans and organize work is the mission. From the explanation above, it can be understood that there are several variables that are closely related to performance, namely quality of work, openness of management, initiative, presence, behavior, cooperation, reliability, schedule, and so on [1].

The performance metrics of each organization vary depending on the type of service created. Performance is based on economic considerations, efficiency, effectiveness and fairness of service [9,10]. Based on various expert opinions regarding performance indicators and government regulations relating to cooperatives, especially cooperative administrators, this research is used as a reference for cooperative management performance indicators. This explains why indicators perform so differently depending on the direction and framework of the research to be conducted with the use of the indicator.

This research with indicators, Effective; an achievement of goals after being determined, both in terms of goals, long-term goals based on achieving the vision, mission and goals. Efficiency; the best ratio between output and input. Satisfaction; is the extent to which cooperative management can meet the needs of its members and stakeholders. Equity; namely, the scope or range of service activities provided by the management is developed with the principle of uniform distribution. Responsiveness; is the management's ability to understand what community members want, develop priority service programs, and develop service programs based on what members and the community need. Publicity/transparency; is the process/procedure of state management and everything related to public services that must be communicated to the public, easy to understand, and its existence known, whether requested or not. Empathy; management's treatment or concern for the problems of members and all those served.

2.2. Communication

Employee communication includes the dimensions of Respect, Empathy, Audible, Clarity, and Humble (REACH) [11,12]. This theory is used in this research because the object of this research is the Cooperative Management, all of whom are involved in communicating in providing internal services, namely member communication, and external communication is possible, namely the Cooperative Management with related parties. Therefore, REACH is an indicator of the ability to communicate with the public. Respect, the first rule of effective communication, especially when speaking to the general public, is done by respecting and giving appreciation to the public or audience. Empathy, the second rule, specifically how to position yourself in the atmosphere and circumstances experienced by other people. Delivering messages based on empathy will make it easier for those who receive the information. Audible, Rule of three; hear, be able to hear and understand. Hearing means that the recipient can receive the message sent. This rule states that at least a message has been conveyed via a media or distribution channel, so that the message can be received. Clarity, The fourth rule is that it can be heard or understood clearly. The message that has been conveyed can be conveyed well and clearly and does not give rise to multiple interpretations. Using language that the audience does not understand will hinder the conversation or presentation. Humble, Fifth rule; delivered with tawaduk, meaning being far from arrogant, showing respect. When speaking in public, prioritize humility.

2.3. Non-physical work environment

The non-physical work environment is a reflection of the general work implementation situation in an institution [13]. The non-physical work environment revolves around physical, psychological aspects and work rules that can affect performance. Temporary and non-physical work situations include; Non-permanent work environment which includes; while working and while resting [8]. Psychological work environment which includes; boredom, lack of variety, fatigue.

Relationships between co-workers in an immaterial work environment are divided into personal interactions and team system interactions [14]. If the network between colleagues, both individually and collectively, is not harmonious, the result will be disruption in the work environment. The immaterial work environment is related to the psychological aspects of the work environment. Several important factors that shape

the personality of organizational members in an immaterial work environment include, among others, continuous monitoring with embedded supervision methods [15]. Work situations can be motivating and generate enthusiasm. Reward system, salary or other attractive incentives.

Non-physical work environment indicators, namely, Work Procedures, a sequence of work implementation procedures which are arranged sequentially in such a way, so that the work sequence is formed gradually along with the completion of an activity [16]. Work standards, task qualifications, functions or attitudes are determined and agreed upon by members during the annual member meeting (RAT) as goals that must be achieved by the cooperative management. Clarity of tasks, specifically work that requires completion of all work to a certain extent and can be recognized by the cooperative management. In this case, cooperative management must understand and be able to carry out their duties on the basis of member authorization. Reward System, a strategy used to recognize the performance of cooperative management and management teams, such as achievement of goals, projects or implementation of innovative ideas. Cooperative Management Association, harmonious interactions with co-workers and no one looking for mutual annoyance between co-workers. A harmonious, family-like relationship between co-workers is one of the aspects that can influence management to remain loyal to the cooperative organization.

2.4. Cooperative management competency

Competence has a very important role, because competence is often associated with the basic capacity of administrators in carrying out a job [17]. Without skills, it will be difficult for someone to do a job to the required standard. Therefore, a business can be successful if it is supported by competent employees. Competencies that correspond to the basic individuality of a manager related to personal achievements in the workplace or to the basic characteristics of individuals related to personal relationships with results or criteria used as benchmarks for performance in certain situations [18].

From various theories, aspects and indicators contained in the concept of competency, namely: Knowledge, sensitivity in the cognitive field [19]. Understanding, that is, the sharpness of knowledge and behavior possessed by administrators. Values, the benchmark attitudes adopted will be embedded in a person's soul. Ability (skill), an entity that a person has in completing the work that is his or her obligation.

Previous research is used as a basis for reviewing the influence of communication and the non-physical work environment on competence as well as on the performance of cooperative administrators, and placing competence as a mediating influence. Competency is measured by knowledge, understanding, values, skills, attitude, and interest [20]. Communication is measured by the indicators Respect, Empathy, Audible, Clarity, Humble [21]. The non-physical work environment is measured by work procedures, work standards, task clarity, reward systems, and relationships between cooperative management [22]. Meanwhile, the performance of cooperative management is measured by effectiveness, efficiency, satisfaction, fairness, responsiveness, openness/transparency, empathy [23]. This research conceptually examines the influence of communication and the non-physical work environment on the performance of cooperative administrators through the competence of multi-business cooperative administrators in East Java. The hypothesis is based on previous research studies and theory, so a hypothesis is developed:

H1 ; Communication and the non-physical work environment have a significant and positive effect on the competence of cooperative management.

H2 ; Communication and the non-physical work environment have a significant and positive effect on the performance of cooperative management.

H3 ; Competence has a significant and positive effect on the performance of management in cooperatives.

H4 ; Communication, non-physical work environment influences management performance through competency.

3. Methods

This research is an explanatory quantitative research regarding how the management's work environment is influenced, how communication is, and how the competence of cooperative management affects performance. Explanatory studies, namely studies that look in depth at each variable to determine whether there is significance between the clues obtained from each variable. This research aims to explain the relationship between a variable and other to test a hypothesis. Explanatory research is carried out on samples and the results of this research can be generalized to the population.

The population and samples taken were cooperative administrators in East Java, who were registered with the Ministry of Cooperatives and UKM, were legal entities, had a

Cooperative Identification Number (NIK), and were certified. Meanwhile, the population in this study was 1140 cooperative administrators. The sample used from the available population uses a simple conditional random sampling technique, meaning a technique for determining the sample with certain considerations. This is a cooperative that is a legal entity and has a Cooperative Identification Number (NIK).

The data analysis technique uses descriptive analysis to determine empirical conditions in the field, so that it can provide a real picture of the variables and indicators applied in this research. To answer the research objectives, Amos SEM analysis was used, so that together we could determine the direct and indirect influence of communication and the non-physical environment on the performance of cooperative administrators through competence.

4. Results

4.1. Model suitability test (goodness of fit)

In accordance with the literature review and research objectives, an overall structural model was developed as in Figure 1. A good model is expected to have goodness of fit indices that are greater than or equal to the critical value.

Based on the evaluation results of the Goodness of Fit Indices criteria, it shows that the overall model evaluation is satisfactory, so the model is acceptable.

4.2. Hypothesis testing

Hypothesis testing in this research is carried out by looking at the p value (probability). If the p value is less than or equal to 0.05, it is said that there is a significant influence.

TABLE 1: Based on the results of the analysis in testing the first hypothesis as shown in Table 1.

Variable	Standardized Regression Weight	Estimate	S.E	C.R.	Probability	Information
Communication	0,32	0,319	0,088	4,090	0,000	Significant
Work Environment	0,26	0,265	0,103	3,491	0,000	Significant

Communication and work environment variables.

Table 1 shows that the communication and work environment variables have a critical ratio value of > 2 and a p-value ≤ 0.05 , meaning that communication and the

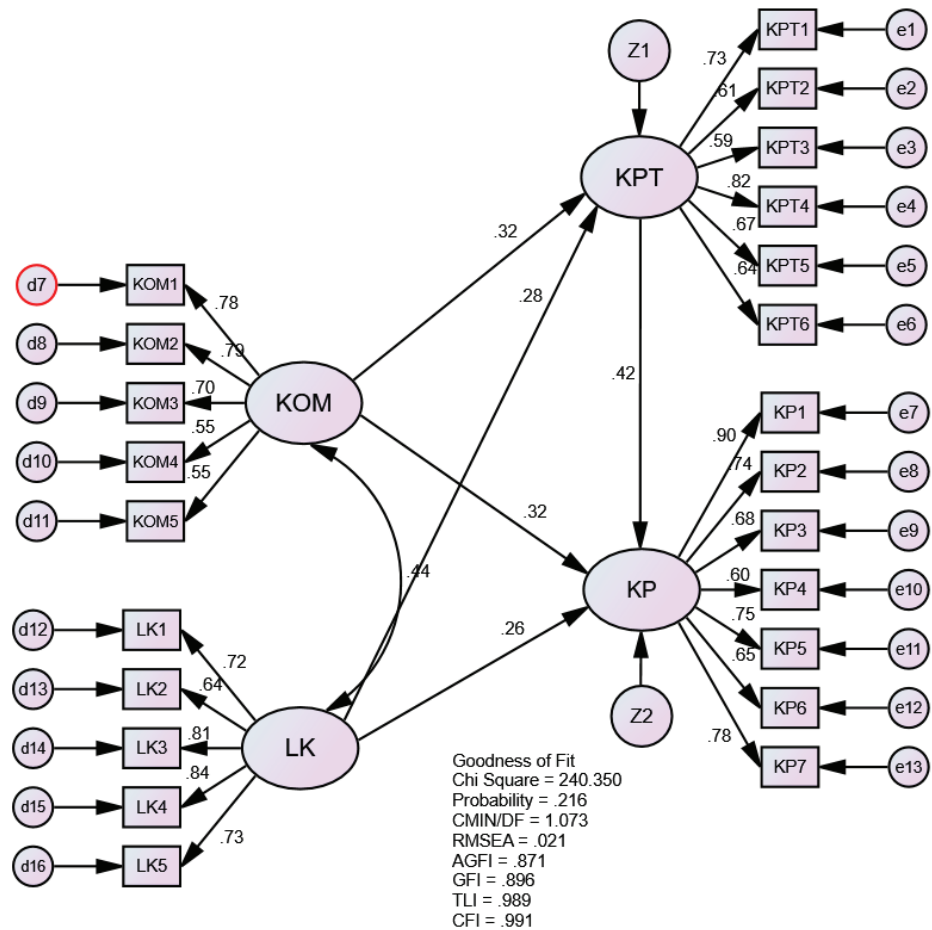


Figure 1: SEM analysis results.

work environment have a significant and positive effect on management performance. The standardized regression weight coefficient for communication is 0.319 and work environment is 0.265; meaning that communication and the work environment have a significant and positive effect on management performance. Communication most influences management performance. Thus, the first hypothesis is proven that communication and the work environment have a significant and positive effect on management performance.

Based on the results of the analysis in testing the third hypothesis as shown in Table 2.

TABLE 2: Management performance influence of communication and work environment on.

Variable	Standardized Regression Weight	Estimate	S.E	C.R.	Probability	Information
Competence	0,42	0,475	0,094	4,090	0,000	Significant

Table 2 shows that the competency variable has a critical ratio value > 2 and a p-value ≤ 0.05 , meaning that competency has a significant effect on management performance. The standardized regression weight coefficient = 0.42 means that competence has a positive effect on management performance, thus the third hypothesis is proven that competence has a significant and positive effect on management performance.

The results of the fourth hypothesis testing analysis are presented as follows:

TABLE 3: Influence of communication and work environment on management performance through competence.

Variable	Direct effect	Total effect	Information
Communication on management performance through competency	0,319	0,511	Mediation
Work environment on management performance through competency	0,334	0,517	Mediation

Table 3 shows that Competency has the status of a variable that can mediate the Communication variable on management performance, because the total influence value is greater than the direct influence ($0.319 > 0.511$). Competency has the status of a variable that can mediate work environment variables on management performance, because the total influence value is greater than the direct influence ($0.334 > 0.517$). This means that the fourth hypothesis is that communication and the work environment have a significant and positive effect on management performance through statistically tested competence.

5. Discussion

Communication influences the performance of the management, which means that better communication in the cooperative can improve the performance of the management. Communication is very important for all organizational functions, because operational and management systems are driven by communication [24], [25]. Communication is also a means of coordinating between various subsystems in an organization. In terms of communication that occurs between cooperative administrators and administrators with various stakeholders, good communication competence will be able to obtain and develop the tasks they carry out, so that the performance level of management in the cooperative will be better.

The results of data analysis on communication in this research show that communication carried out by cooperative administrators has a direct influence on the performance of cooperative administrators. Furthermore, this research also proves that if the communication carried out, namely respect, empathy, audible, clarity and humility towards members or fellow administrators, is improved, the performance of cooperative administrators will also increase [26,27].

The work environment has a positive and significant effect on management performance, which means that the better the working environment conditions in the cooperative can improve the management's performance. This non-physical work environment is really needed in social organizations such as cooperatives. Where the cooperative management has the same strata as the members served. Because the cooperative administrators themselves are members who are elected to become administrators and when their term of office ends they will become members again [28,29].

Communication influences competence, which means that better communication in a cooperative can increase the competence of management [30]. The communication indicator that makes the biggest contribution to increasing competence is empathy, reflected in being a cooperative administrator, being able to serve and find solutions to members' problems. Effective communication is communication that is able to produce changes in attitudes in people that are visible in communication [15]. This is a straight line with the results of this research, namely that there is a significant positive influence of communication variables on the competence of cooperative administrators.

The work environment has a positive and significant effect on competence, which means that the better the working environment conditions in the cooperative can increase competence. The work environment indicator that makes the biggest contribution to increasing competence is the reward system, which is reflected in the cooperative management, who feels that there is a need for more appreciation for cooperative administrators. A healthy and safe cooperative work environment can help cooperative administrators increase efficiency in carrying out work [31]. The non-physical work environment is a reflection of the general work implementation situation in an institution [32,33]. This non-physical work environment is really needed in the East Java Multi-Purpose Cooperative. Where the cooperative administrators have the same strata as the members they serve, because the cooperative administrators themselves are members who are elected to become administrators and when their term of service ends they will become members again.

Competence has a significant and positive effect on management performance, which means that the higher the level of management competency can improve management performance. The management indicator that is most appreciated in improving management performance is ability (skill). One of the factors that supports increased performance is competence. Competency in this case is the employee's ability to provide the ability to work neatly and have an attitude to complete the work in accordance with the expertise of the workforce in the field of work which of course has provided a level of results from their hard work [19,34,35].

The results of this research also show that the non-physical work environment variable, the highest average value of the item answered by respondents is being able to provide information to other administrators to transfer knowledge about cooperatives, so this is considered by cooperative administrators in East Java as one of the factors important thing that encourages them to increase their productivity and performance.

The influence coefficient value can be seen as to the magnitude of the direct influence and the indirect influence as well as the total influence, so that a conclusion can be obtained which can be used as a basis that competence as an intervening variable can function to mediate the indirect relationship, because the total influence has a higher magnitude than the direct or indirect influence. direct.

This research also shows that communication has a direct influence on the performance of cooperative management and indirectly through competence. This implies that the true relationship is a relationship of direct influence. This can be seen because the direct influence is greater than the indirect influence through competence. However, competence can mediate the influence of communication on performance, because if you look at the total influence you will find that the total influence is greater than the direct influence. So it can be concluded that if the quality of communication is further improved, the performance of the cooperative management will also increase, and it will improve even more if the cooperative management's communication is accompanied by the competence of the management itself.

Communication will produce different performance if it is communicated with competence and if it is communicated without competence. Communication competency basically describes a person's ability to communicate effectively with other people, describing how a person can interact adequately, appropriately, and can achieve the expected goals. A person is said to have good communication competence if that

person has the knowledge, skills and attitudes in carrying out the process of conveying messages, both verbal and nonverbal, to certain standards [36]. Whether the performance of the cooperative management is good or not can be seen from how he communicates within the organization [36,37].

Data processing shows that the magnitude of the direct influence is greater than the indirect influence, but the total influence value is greater than the direct or indirect influence. So that communication carried out by cooperative management in East Java can have a greater influence on performance, it must be accompanied by competence. Because direct influence is the actual influence on performance, it can be said that the actual relationship is a direct relationship and has a greater total influence. Thus, competence mediates the influence of communication on management performance. The results of the research above are consistent with research conducted by [38,39] which shows that communication has both a direct and indirect effect on performance through competence.

6. Conclusions and Recommendations

6.1. Conclusion

Communication and work environment have been proven to improve management performance in the form of effectiveness. This shows that communication is reflected in empathy as a cooperative administrator, being able to serve and find solutions to members' problems and the work environment is reflected in the reward system reflected in being a cooperative administrator, feeling the need for more appreciation for cooperative administrators to improve the management's performance to be more effective.

Communication and work environment influence Competency. Communication is reflected in empathy as a cooperative administrator, being able to serve and find solutions to members' problems and the work environment is reflected in the reward system reflected in being a cooperative administrator, feeling the need for more appreciation for cooperative administrators so that it has an impact on increasing the competence of cooperative administrators.

Competence influences the performance of the management, reflected in the abilities (skills), especially as a cooperative administrator, being able to coordinate the management of the cooperative can improve the management's performance. Competence

plays a mediating role in communication and the work environment on management performance, which is shown in communication, reflected in empathy as a cooperative administrator, being able to serve and find solutions to members' problems and the work environment reflected in the reward system, reflected in being a cooperative administrator, feeling that there is a need for more appreciation for the management. Cooperatives can improve competence, reflected in the abilities (skills) depicted as cooperative administrators who are able to coordinate the management of the cooperative, which has an impact on improving the management's performance, reflected in the effectiveness depicted as cooperative administrators, able to complete work according to the specified time.

6.2. Suggestion

The variable performance of the management, the thing that needs to be considered is that to support the performance of the cooperative management, they must have their own strengths and potential. Communication variable, in this case the management must be able to convey messages to members openly. Work environment variables (non-physical), need to be arranged, agreed upon, and discussed about the rewards that must be distributed to both management and members. Competency variable, there is still a demand for management to work better in order to increase the trust of cooperative members.

Communication without being accompanied by competence will reduce management performance. The competency of administrators is influenced by the work environment, so that when selecting administrators, it is important to consider that prospective administrators have competency even at a minimum level or are ready to train and can be based on communication.

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