

Analysis of Organizational Learning and Human Capital on Organizational Performance Through Network Cohesion as a Mediating Variable

Achmad Junaidi^A, Budiyanto^B, Ikhsan Budi Riharjo^C

Abstract

Cooperatives are one of the key pillars that support the Indonesian economy. However, in the current digital era, many people consider cooperatives to be old-fashioned, out of date and unable to adapt to the current era. The aim of this research is to analyze the influence of organizational learning and human capital on the performance of cooperative organizations in Central Java Province with network cohesiveness as a mediator. The findings of this research are the development of the concept of organizational behavior on organizational performance based on network cohesiveness. This research contributes both to science and to the business world, especially savings and loan cooperatives in Central Java. This research has succeeded in developing a concept of organizational performance based on network cohesion which produces a valid concept of cooperative performance.

Keywords: *Cooperatives, Organizational Performance, Network Cohesion, Organizational Learning, Human Capital.*

INTRODUCTION

In the current digital era, many people think that cooperatives are old-fashioned, that cooperatives are out of date and cannot adapt to the current era. However, it turns out that all of that is not true, with cooperatives a good and prosperous economy can be created together. Cooperatives that have competitiveness must be able to overcome one of the main obstacles for the Cooperative and MSME sector to compete in the free market era, namely the quality of human resources (HR) of MSME players, which is generally still low. Therefore, the Ministry of Cooperatives and MSMEs carries out guidance and empowerment of MSMEs which is directed at improving product quality and standards, so that they can improve the performance of MSMEs to produce highly competitive products (Kartasapoetra, 2013).

National cooperatives after reform, based on statistical data from the Ministry of Cooperatives and MSMEs, in 2019 the number of active cooperatives fell to 123,048 units, the number of members was 22,463,738 people. Cooperatives have registered with Cooperative Identical Numbers (NIK) as many 35,760 units. Nationally, only 45,490 cooperative units (37%) hold annual member meetings (RAT) regularly.

^ASTIESIA Surabaya, Indonesia, Email: achmad.junaidi23@gmail.com

^BSTIESIA Surabaya, Indonesia

^CSTIESIA Surabaya, Indonesia

Asset ownership is close to Rp. 152.11 trillion, turnover Rp. 154.72 trillion and remaining operating results (SHU) of IDR 6.27 trillion. The development of cooperatives to date is still dominated by savings and loan cooperatives, real sector cooperatives have not shown significant development, even though these cooperatives are expected to produce large added value. The real sector cooperatives that are still surviving and developing with all their limitations are the Breeders Cooperatives with decreasing numbers including their members. Consumer cooperatives are still trying to survive even though their members. Consumer cooperatives are still trying to survive even though their market share is increasingly being eroded by the increasingly mushrooming modern supermarkets. Consequently, cooperatives that are superior both nationally and internationally are savings and loan cooperatives.

The Central Statistics Agency (BPS) noted that the number of active cooperatives in Indonesia is 130,354 units with a business volume of 197.88 trillion in 2022. This number has increased by 1.96% compared to the previous year's 127,846 units with a business volume of IDR. 182.35 trillion. Nationally, there are 10 large savings and loan cooperatives, and one of them is the Jasa Pekalongan Savings and Loans Cooperative (Kospin) with assets above Rp. 6 trillion and a turnover of more than Rp. 2.5 trillion to become one of the savings and loan cooperatives in the category of the top 300 cooperatives in the world. Apart from that, Indonesia also has 2 consumer cooperatives which were once included in the category of 300 large cooperatives, the Cellular Telecommunications Cooperative (Kisel) and the Semen Gresik Citizens' Cooperative (KWSG).

Central Java Province is one of the provinces in Indonesia which has many cooperatives, and the existence of these cooperatives is able to support the economy of the surrounding community. However, in the last few years, around 3,000 cooperatives in Central Java have been dissolved, spread across 35 districts/cities because they have not been actively running their businesses for more than 2 years in a row. The Central Java UKM Cooperative Service has data on around 25,996 registered cooperative units, active cooperatives are only around 21,455 cooperative units (Central Java Provincial UKM Cooperative Service, 2019). The majority of cooperatives that were disbanded were Savings and Loans Cooperatives (KSP) due to a decline in performance due to being unable to compete in today's tight business world. which is still not optimal. To be able to survive in a climate of business competition, cooperatives must continue to carry out internal consolidation, namely developing cooperatives so that they can carry out their role in the economy (Skarvopa, 2015). If we look at developments, the number of cooperatives in Central Java has decreased in recent years, this can be seen in Table 1 as follows:

Table 1 Development of Savings and Loans Cooperatives in Central Java 2018-2021

No	Description	Unit	2018	2019	2020	2021
1	Cooperative	Units	22.830	16.156	3.304	3.704
2	Member	Person	7.171.733	7.844.135	4.985.806	5.175.593
3	Asset	Million Rupiah	73.835.310	73.909.145	18.155.199	5.175.593
4	Capital	Million Rupiah	3.417.169	29.606.284	18.155.194	4.642.985

Source: BPS, Central Java Province in Figures 2021

Based on table 1, the number of savings and loan cooperatives in Central Java has indeed experienced a significant decline, many cooperatives are threatened with dissolution due to declining performance. From the membership aspect, the assets and capital of savings and loan cooperatives have decreased quite significantly. In fact, the latest data from the Central Java Cooperatives and UMKM Service shows that in 2022 there are 3,804 Savings and Loan Cooperatives in Central Java, while those declared active are 2,501 and 1,303 inactive.

Based on these conditions, efforts must continue to be made for the development of cooperatives so that their performance continues to improve, and they are not threatened with dissolution. Considering the important role of savings and loan cooperatives in supporting community economic activities, it is appropriate for the Central Java Provincial Government to make efforts to provide guidance to existing savings and loan cooperatives. This guidance can be carried out not only through financial assistance to strengthen cooperative capital alone but can also be done through increasing cooperative management capabilities through cooperative management training. This cooperative management aims to ensure that cooperatives can grow and develop in society and have an active role in encouraging economic activities in lower class communities (Donell and Elizabeth, 2012).

Based on performance theory, network cohesiveness is an important tool for organizations to be able to develop innovation because of their limited resources. With strong cohesion, organizational learning that employees participate in can improve organizational performance. Therefore, a business network is needed so that the business being run can improve sustainable performance suffering from the consequences. This means that the government exercised coercive power provided with negative sanctions.

METHOD

This type of research is explanatory research which explains the cause-and-effect relationship between research variables. This research is also a syllogism or conclusive research, namely, to test hypotheses and causal relationships between variables, and the analysis is carried out quantitatively (Ghozali, 2016). This research uses primary data obtained directly from the field to collect data related to organizational learning and human capital on network cohesiveness and its influence on organizational performance.

The aim of this research is to analyze the influence of organizational learning and human capital on the performance of cooperative organizations in Central Java Province with network cohesiveness as a mediator. The population used in this research is 2,501 cooperatives operating in the savings and loans sector in Central Java and the sampling technique used is probability sampling, which is a sampling technique that provides equal opportunities for each element or member of the population to be selected. become a sample. The number of samples taken was 100 savings and loan cooperatives. With respondents of savings and loan cooperative managers in Central Java. Sampling calculation using the Slovin formula with a margin of error of 10%.

RESULTS AND DISCUSSION

Descriptive Statistics Results

This section explains the descriptive data obtained from the responses. Respondents in this research were cooperative managers belonging to the Semarang residency, namely: Semarang City, Semarang Regency, Kendal Regency, Demak Regency, and Salatiga City with a total of 100 respondents. In this study, most respondents were male, namely 73. Meanwhile, if we look at the age of the respondents in this study, they were aged between 30-45, 39% of the total 100 respondents and according to the level of education, namely S1 level, there were 49 people or 49 % of all respondents.

Inferential Statistics Results

1. Confirmatory Factor Analysis

a. Confirmatory Organizational Performance Analysis

The significance value of the Chi-Square difference = 4.279 with a probability difference of 0.118 proves that there is no difference between the two covariates tested and therefore confirms the suitability of the model.

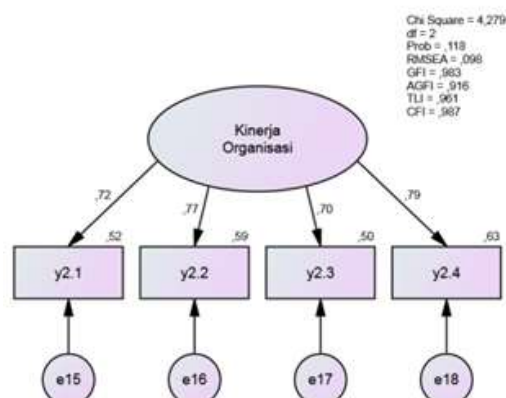


Figure 1 Confirmatory Analysis of Organizational Performance

Analysis of the significance of the loading factor or lambda value shows that the value of all indicators is above 0.50, where indicator y2.1 has a lambda value of 0.72, indicator y2.2 has a lambda value of

0.77, indicator y2.3 has a lambda value of 0.70, the y2.4 indicator has a lambda value of 0.79.

b. Confirmatory Network Cohesity Analysis

The significant value of the Chi-Square difference = 5.820 with a probability difference of 0.054 proves that there is no difference between the two covariates tested and therefore confirms the suitability of the model.

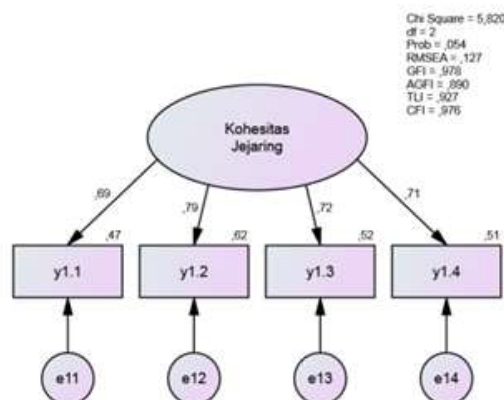


Figure 2 Confirmatory Analysis of Network Cohesion

Analysis of the significance of the loading factor or lambda value shows that the value of all indicators is above 0.50, where indicator y1.1 has a lambda value of 0.69, indicator y1.2 has a lambda value of 0.79, indicator y1.3 has a lambda value of 0.72, the y1.4 indicator has a lambda value of 0.71.

c. Confirmatory Analysis of Organizational Learning

The significance value of the Chi-Square difference = 8.020 with a probability difference of 0.155 proves that there is no difference between the two covariates tested and therefore confirms the suitability of the model.

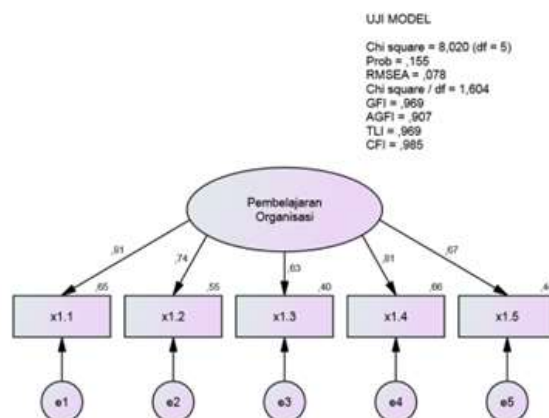


Figure 3 Confirmatory Analysis of Organizational Learning

Analysis of the significance of the loading factor or lambda value shows that the value of all indicators is above 0.50, where indicator X1.1 has a lambda value of 0.81, indicator X1.2 has a lambda value of

0.74, indicator X1.3 has a lambda value of 0.63, the X1.4 indicator has a lambda value of 0.81, the X1.5 indicator has a lambda value of 0.67.

d. Confirmatory Human Capital Analysis

The significance value of the Chi-Square difference = 7.631 with a probability difference of 0.178 proves that there is no difference between the two covariates tested and therefore confirms the suitability of the model”

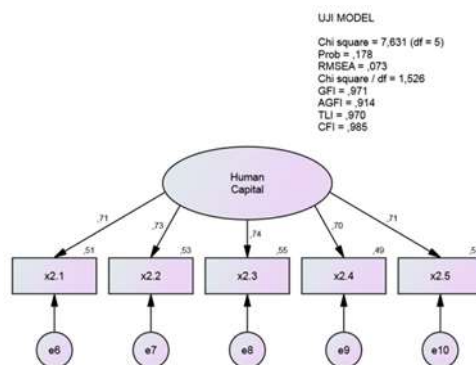


Figure 4 Confirmatory Analysis Human capital

Analysis of the significance of the loading factor or lambda value shows that the value of all indicators is above 0.50, where indicator X2.1 has a lambda value of 0.71, indicator X2.2 has a lambda value of 0.73, indicator X2.3 has a lambda value of 0.74, the X2.4 indicator has a lambda value of 0.70, the X2.5 indicator has a lambda value of 0.71.

SEM Assumption Testing

a. Data Normality Evaluation

This test is done by observing the skewness value of the data used, if the CR on the skewness of the data is in the range between ± 2.58 at a significance level of 0.01. The results of data normality testing are displayed in table 3.

Table 3 Data Normality

Variable	Min	Max	Skew	c.r.	Kurtosis	c.r.
y2.4	1	5	-0,34	-1,388	-0,569	-1,161
y2.3	2	5	-0,338	-1,379	-0,743	-1,517
y2.2	1	5	-0,357	-1,459	-0,46	-0,939
y2.1	2	5	-0,357	-1,456	-0,523	-1,067
y1.1	2	5	-0,259	-1,057	-1,226	-2,503
y1.2	2	5	-0,62	-2,53	-0,143	-0,292
y1.3	2	5	-0,484	-1,976	-0,579	-1,182
y1.4	2	5	-0,284	-1,159	-1,006	-2,053
X2.1	2	5	-0,317	-1,295	-0,702	-1,433
X2.2	2	5	-0,58	-2,369	-0,695	-1,419
X2.3	2	5	-0,474	-1,937	-0,453	-0,925
X2.4	2	5	-0,472	-1,926	-1,06	-2,164
X2.5	2	5	-0,623	-2,545	-0,288	-0,588
x1.5	2	5	-0,44	-1,795	-0,846	-1,727
x1.4	2	5	-0,387	-1,578	-0,744	-1,518
x1.3	2	5	-0,092	-0,376	-1,019	-2,079
x1.2	2	5	-0,475	-1,94	-0,393	-0,802
x1.1	2	5	-0,316	-1,29	-0,591	-1,206
Multivariate					2,334	1,18

The results of data processing from this research show that there is no C.R. value. for skewness that is outside the range of ± 2.58 . In this way, the research data used meets the requirements for data normality, or it can be said that the research data is normally distributed, so that in this study there were no extreme respondent answers which caused the research results to be biased.

b. Evaluation of Outliers

Mahanobis test to see whether there are outliers from the respondent's answers. From the results of data processing, it can be seen that the maximum mahalainobis distance is 33.845. So, in this analysis there were no outliers found or there were no outliers in the respondents' answers.

c. Evaluation of Multicollinearity and Singularity

The next data test is to see whether there is multicollinearity and singularity in a combination of variables. To see whether there is an influence between the independent variables. From the results of data processing, the determinant value of the sample covariance matrix is far from zero. Thus, it can be said that the research data used does not contain multicollinearity and singularity. Based on the test above, it is known that there is no influence between the independent variables.

Average Goodness of Fit Evaluation

The next analysis is a full Structural Equation Model (SEM) analysis after analyzing the level of one-dimensionality of the indicators forming the latent variables which were tested using Confirmatory Factor Analysis. Analysis of the results of data processing at the full SEM model stage was carried out by carrying out suitability tests and statistical tests. The test of the model hypothesis shows that this model is in accordance with the data or fits the data used in the research as seen in the following table:

Table 4 Structural Equation Model (SEM) Feasibility Test Results

Goodness of fit	Cut-off Value	Results	Model Evaluation
Chi - Square	Lower (<191.889)	141,870	Good
Probability	□ 0.05	0,207	Good
RMSEA	□ 0.08	0,032	Good
GFI	□ 0.90	0,868	Marginal
AGFI	□ 0.90	0,826	Marginal
TLI	□ 0.95	0,988	Good
CFI	□ 0.95	0,986	Good

Source: Author

Based on Table 3 above, it shows that the model corresponds to actual reality, where a probability value of 0.207 indicates a good model evaluation.

The results contribute both to science and to the business world, especially savings and loan cooperatives in Central Java. This research has succeeded in developing a concept of organizational performance based on network cohesiveness which produces a valid concept of cooperative performance.

Network cohesiveness can increase the resilience of savings and loan cooperatives. A cohesive network can support the exchange of resources, funding sources and support among members of cooperative network organizations when facing challenges or changes. Savings and loan cooperatives with strong networks are better able to adapt to environmental changes and respond to changes in the market or member needs.

Organizational learning can improve organizational performance, meaning that effective organizational learning will enable cooperatives throughout Central Java to improve their performance. Organizational learning is a concept that encompasses an organization's ability to collect, manage and apply knowledge effectively to improve its performance. With organizational learning, it is hoped that innovation will emerge that encourages and facilitates the exchange of ideas, experiences, and knowledge between organizational members. The resulting innovation can increase the efficiency, effectiveness, and relevance of the organization in facing challenges and opportunities in the savings and credit cooperative environment. Organizations that can learn effectively are more likely to be able to adapt to environmental changes. This includes changes in markets, technology, regulations in Savings and Loans Cooperatives. The ability to adapt can increase the competitiveness and long-term performance of savings and loan cooperatives. With organizational learning carried out by Savings and Loans Cooperatives, cooperatives can identify and implement best practices, reduce waste and increase operational efficiency. This can lead to increased performance in terms of costs, time, and resources and cooperation networks with other cooperatives, so that mutual awareness arises between savings and loan cooperatives in overcoming difficulties and threats in the field to achieve common goals.

Learning organization factors which include vision, strategy and employee characteristics have an influence on improving performance. And to become a learning organization, the main concept is that the organization must be able to continuously carry out self-learning so that it has the power to think and act when facing various conditions that will arise.

Learning organization factors which include vision, strategy and employee characteristics have an influence on improving performance. And to become a learning organization, the main concept is that the organization must be able to continuously carry out self-learning so that it has the power to think and act when facing various conditions that will arise.

Human capital can increase network cohesiveness, meaning that human capital is seen as a strategic element of the organization because the management and performance of human resources makes a major contribution to the creation of competitive advantage. The ability to manage human resources as an asset that is important for organizational success, such as skills, knowledge, abilities, and certain

human behavior is needed to achieve competitive advantage, because in essence it is humans who will implement organizational strategies.

Network cohesiveness can improve organizational performance, meaning that by building good relationships with customers, debtors, creditors and government, it turns out to really help cooperatives in increasing organizational growth and performance. Establishing cooperation with customers can be done by providing excellent service. Likewise, cooperation is carried out with competitors, they help each other in cooperative activities which makes it easier for them to improve organizational performance. So, it can support increasing revenue growth which has an impact on profit growth.

Human capital can improve organizational performance. This is in accordance with the characteristics of cooperatives throughout Central Java as service organizations, where human labor (Human capital) plays an important role in their business activities, especially in achieving improvements in the cooperative itself. With the skills, knowledge, abilities and competencies possessed by employees, it will make employees more adaptable to change, willing to learn new things, more innovative and creative, and able to work efficiently and effectively to improve organizational performance.

Human capital is able to increase network cohesiveness, meaning that human capital is seen as a strategic element of the organization because the management and performance of human resources makes a major contribution to the creation of competitive advantage. The ability to manage human resources as an asset that is important for organizational success, such as skills, knowledge, abilities and certain human behavior is needed to achieve competitive advantage, because in essence it is humans who will implement organizational strategies.

Network cohesiveness can improve organizational performance, meaning that by building good relationships with customers, debtors, creditors and government, it turns out to really help cooperatives in increasing organizational growth and performance. Establishing cooperation with customers can be done by providing excellent service. cooperation is carried out with competitors, they help each other in cooperative activities which makes it easier for them to improve organizational performance. So, it can support increasing revenue growth which has an impact on profit growth.

CONCLUSION

The research results show that organizational learning, human capital, network cohesiveness show a positive influence on organizational performance. This shows that organizational learning, human capital, good network cohesion from cooperatives throughout Central Java will improve the performance of these cooperatives, so that organizational learning, human capital, high network cohesion will improve organizational performance. The results of the influence of learning capital, human giving also have a positive effect on network cohesiveness. The implications of the research found that there is

mediation of network cohesiveness on the relationship between organizational learning and human capital with organizational performance as shown by the magnitude of the Sobel calculator calculation which shows Sobel test statistical values of 2.792 and 2.304 above 1.96 and probability values below 0.05, namely 0.0052 and 0.0212 means that network cohesiveness can mediate the influence between organizational learning and human capital and organizational performance. This shows that there are new findings that good organizational learning and quality human capital support can improve organizational performance, but it would be better if there was mediation from network cohesiveness in the organization.

REFERENCES

- Abdillah, F. (2012). Hubungan kohesivitas kelompok dengan intensi turnover pada karyawan. *Journal of Social and Industrial Psychology*, 1(2).
- Akhtar, Ghoab. (2011), Impact of Organizational Learning On organizational Perfomance: Study of Higher Education Institutes. *International Journal of Academic Research*, 3(5).
- Alnachef, Tarek Hasan, Anas Ahsan Alhajjar, (2015), Effect of Human Capital on Organizational Performance: A Literature Review. *International Journal of Science and Research (IJSR)*, 78
- Ancok, D. (2008). *Konsep Modal Manusia*. Retrieved from: <https://ancok.staff.ugm.ac.id/h-18/konsep-modal-manusia.html>
- Anisya, N. Panjaitan, N. K., & Kuswanto, S. (2019). Pengaruh Program Pelatihan dan Kohesitas Terhadap Kinerja Pengajar di Lembaga Pendidikan XYZ. *Jurnal Aplikasi Manajemen dan Bisnis*, 5(3).
- Anthony, R., & Govindarajan, V. (2005). *Sistem Pengendalian Manajemen*. Jakarta: Salemba Empat.
- Bakti, I., Priyatna, C. C., Novianti, E., & Budiana, H. R. (2015). Peran jejaring komunikasi dalam membangun kohesitas kelompok tani tanaman Obat di Jawa Barat. *Edutech*, 1(3).
- Banu; S. Rafiya, M. Chandran. (2019); Impact of Human capital Management on Organizational Performance- A Study with Reference to Private Sector Banks; *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, 8(7C2), May 2019
- Bharadwaj, B. (2012). Roles of cooperatives in poverty reduction: A case of Nepal. *Administration and Management Review*, 24(1):120-139.
- Bontis, N. & Serenko, A. (2009). A causal model of Human capital antecedents and consequences in the financial service industry. *Journal of Intellectual Capital*. 10(1), 391-401.
- Cindoswari, A. R., & Junep, A. R. (2017). Pola Komunikasi dan Gaya Kepemimpinan dengan Kohesivitas Kelompok Paguyuban. *Jurnal Komunikasi dan Media*, 1(2), 98-120.
- Clement, N. (2016). *Organizational Behavior. Essentials of Management of Nursing Service and Education*. https://doi.org/10.5005/jp/books/12694_46

- Dinas Koperasi UKM Provinsi Jawa Tengah. (2019). Kinerja organisasi di Jawa Tengah. <https://dinkop-umkm.jatengprov.go.id/>
- Donell, Mc and Elizabeth Mach Night (2012). The Cooperative Model in Practice. *Journal University of Aberdeen*. 3(2).
- Edy, Y. J., Maupa, H., & Edy, H. J. (2013). Pengaruh modal sosial dan budaya organisasi terhadap kinerja tenaga medis di RSUD kabupaten Kepulauan Talaud. *PHARMACON*, 2(3).
- Fahmi, I. (2018). Analisis Kinerja Keuangan: Panduan bagi Akademisi, Manajer, dan Investor dan Menganalisis Bisnis dari Aspek Keuangan. Bandung: Alfabeta
- Frimayasa, A., & Lawu, S. H. (2020). Pengaruh komitmen organisasi dan Human capital terhadap kinerja pada karyawan pt. Frisian flag. *Equilibrium: Jurnal Ilmiah Ekonomi, Manajemen dan Akuntansi*, 9(1).
- Forsyth, D. R. (2006). *Group Dynamics*. New York: Cole-Wadsworth
- García-morales, V. J., Jiménez-barrionuevo, M. M., & Gutiérrez-gutiérrez, L. (2012). Transformational leadership in fluence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65, 1040–1050.
- Gencer, Huseyin, (2019), Group dynamic and behavior, *Universal Journal of Educational Research* 7(1): 223-229
- Ghozali.I. dan Fuad 2014. *Structural Equation Modeling Teori, Konsep dan Aplikasi dengan Program Lisrel Lisrel 9.10*. Badan Penerbit Universitas Diponegoro.Semarang.
- Ghozali, Imam. (2016) *Aplikasi Analisis Multivariate dengan Program IBM SPSS*
25. Badan Penerbit Universitas Diponegoro: Semarang
- Hair J.F. et.al (1995), *Multivariate Data Analysis with Reading*, Prentice Hall. New Jersey
- Huseno, Tun, (2016) *Kinerja Pegawai*. Malang: Media Nusa Creative.
- Hailekiros, G. S. & Renyong, H. (2016). The effect of organizational learning capability on firm performance: Mediated by technological innovation capability. *European Journal of Business Management*, 8(30), 87–95
- Hamdan, Y. (2018). Pengaruh kepemimpinan kepala madrasah dan kohesivitas kelompok guru terhadap kinerja guru dalam mewujudkan hasil belajar peserta didik. *Khazanah Akademia*, 2(1), 39-51.
- Hamzali, S. (2022). Pengaruh Pembelajaran Organisasi Dan Inovasi Organisasi Terhadap Kinerja Organisasi. *Eqien-Jurnal Ekonomi dan Bisnis*, 9(1), 241-249.
- Haryanti, S. dan Cholil, M. (2015). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, dan Kompetensi Karyawan Terhadap Kinerja dengan Komitmen Organisational sebagai Variabel Mediasi. *Jurnal Bisnis dan Manajemen*. 15(1), 29-38.
- Hussein, N., Mohamad, A., Noordin, F., & Ishak, N. A. (2014). Learning organization and its effect on organizational performance and organizational innovativeness: A proposed framework for

- Malaysian Public Institutions of Higher Education. *Procedia-Social and Behavioral Sciences*, 130, 299-304.
- Hülshager, U. R. Anderson, N. & Salgado, J. F. (2009). Team-level predictors of innovation at work: a comprehensive meta-analysis spanning three decades of research. *Journal of Applied psychology*, 94(5)
- Ivancevich, John M, (2006) *Perilaku dan Manajemen Organisasi*, (Jakarta: Gelora Aksara Pratama, 2006)
- Jac Fitzs, enz. (2011). *Human capital ROI in New Technology*. Hamburk: Home Book.
- Kaplan, R.S. dan Norton, D P., (1992), *Balanced Scorecard, Menerjemahkan Strategi Menjadi Aksi*, Alih Bahasa: Peter R. Yosi Pasla, 2000, Jakarta: Erlangga
- Kaplan, R. S., & Norton, D. P. (2000). *Menerapkan Strategi Menjadi Aksi: Balance Scorecard*. Jakarta: Erlangga.
- Kartasapoetra, dkk. (2013). *Praktek Pengelolaan Koperasi*. Jakarta: Rineka Cipta
- Kurniawan, Randy, Dyah Budiastuti, Muhammad Hamsal, Wibowo Kosasih, (2020), *Networking capability and firm performance: the mediating role of market orientation and business process agility*, *Journal of Bussiness and Industrial Marketing*
- Kwarbai Jerry Danjuma; Akinpelu Mobolaji Ajike (2016), *Human capital Efficiency and Corporate Performance: The Nigerian Perspective; The International Journal of Business & Management (ISSN 2321-8916)*
- Khayinga, Consolata Muyuka; Stephen Muathe (2018), *Human capital Development and organizational performance: review & critique of literature and A research agenda*, *International Journal for Innovation Education and Research*, 6(02).
- Lakoy, A. C. (2015). *Pengaruh komunikasi, kerjasama kelompok, dan kreativitas terhadap kinerja karyawan pada Hotel Aryaduta Manado*. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(3).
- Larasati, M.M. Pandjaitan, N.K. dan Kuswanto, S. (2017). *Pengaruh Kohesitas dan Kepuasan Kerja Terhadap Kinerja Tenaga Kependidikan di Institut Pertanian Bogor*. *Jurnal Manajemen dan Organisasi*, VIII(3), 208-220
- Luthans, F. (2006). *Perilaku Organisasi*. Yogyakarta: ANDI.
- Maksum, Ikhsan, T. Hani Handoko, and Nur Laili Fikriah, (2020), *Group Cohesiveness on Performance: Mediating Effect of Collective Organization Citizenship Behavior*, *Jurnal Manajemen/Volume XXIV(03)*, 443-459. <http://dx.doi.org/10.24912/jm.v24i3.678>
- Marlikan, Muchini. (2011). *Pengaruh Pembelajaran Organisasi dan Motivasi Kerja Terhadap Kinerja Karyawan Koperasi Syariah*. *Jurnal Manajemen Bisnis*, 1(1).

- Mayo, A., 2000. "The Role of Employee Development in The Growth of Intellectual Capital", *Personal Review*, 29(4). <https://www.emerald-library.com>
- Nababan, J. (2022). Kohesivitas Kelompok pada Koperasi di Kabupaten Tapanuli Utara. *MUKASI: Jurnal Ilmu Komunikasi*, 1(1), 39-54.
- Olaniyan, D.A dan T. Okemakinde. (2008). Human capital Theory: Implications for Educational Development. *Pakistan Journal of Social Sciences* 5(5), 479-483.
- Ongkorahardjo, M. D. P. A., Susanto, A., & Rachmawati, D. (2008). Analisis pengaruh Human capital terhadap kinerja organisasi (studi empiris pada kantor akuntan publik di Indonesia). *Jurnal Akuntansi dan Keuangan*, 10(1), 11-21.
- Papastamatelou, Julie; Rainer Busch; Begüm Ötken; Elif Y. Okan; Karim Gassemi (2016), Effects of Network Capabilities on Firm Performance across Cultures; *International Journal of Management and Economics* No. 49, January–March 2016, 79–105
- Purba, C. B., & Primayoga, K. (2017). Pengaruh Motivasi dan Kohesivitas Kelompok Terhadap Kinerja Pendamping Program Keluarga Harapan (PKH) Di Kota Bekasi. *Jurnal Ilmiah Manajemen Bisnis*, 3(02), 179.
- Purwaningtyastuti. Wismanto, B. dan Suharsono, M. (2012). Kohesitas jejaring Ditinjau Dari Komitmen Terhadap Organisasi dan Kelompok Pekerjaan. *Kajian Ilmiah Psikologi*, 2 (1), 179-182
- Ranatiwi, Mitsha; Mulyana; (2022), Dampak jejaring kolaborasi dan kapabilitas inovasi terhadap kinerja; Universitas Islam Sultan Agung
- Ricciardi, Francesca; Valter Cantino & Cecilia Rossignoli (2019), Organisational learning for the common good: an emerging model; *Knowledge Management Research & Practice*
- Rusmana, I Made Agus, Bagia, I Wayan & Yudiaatmaja, Fridayana. (2014). Pengaruh Pertumbuhan Kredit Bermasalah dan Simpanan Anggota Koperasi Terhadap SHU pada Koperasi Simpan Pinjam. *Manajemen*, 2(1)
- Robbins, S. (2011). *Organization Behavior, Concepts, Controversies, Application*. Jakarta: Prenhallindo.
- Rudianto. (2010). *Akuntansi Koperasi*. Jakarta: Erlangga.
- Sanusi, Anwar. (2011). *Metode Penelitian Bisnis*. Salemba Empat: Jakarta.
- Senge, P.M. (1990). *The Leader's New York: Building Learning organizations*, Sloan Management Review. New York: Fall.
- Slavkovic, Marko dan Babic, Verica. 2013. Knowledge Management, Innovativeness, and Organizational Performance: Evidence from Serbia. *Economic Annals*, volume LVIII, No. 199/ October-December 2013. Pp. 85-107
- Sudarmanto. (2009). *Kinerja dan Pengembangan Kompetensi SDM*. Yogyakarta: Pustaka Pelajar.

- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: ALFABETA.
- Sampe, Ferdinandus (2012), *The influence of organizational learning on performance in Indonesian SMEs*, Southern Cross University ePublications@SCU
- Santos-Vijande, M. L., López-Sánchez, J. Á., & González-Mieres, C. (2012). Organizational learning, innovation, and performance in KIBS. *Journal of Management & Organization*, 18(6), 870-904.
- Sukidjo. (2008). Membangun citra koperasi Indonesia. *Jurnal Ekonomi & Pendidikan*, 5(2):193-203.
- Saragih, A. E. (2017). Pengaruh Intellectual Capital (Human capital, Structural Capital dan Customer Capital) Terhadap Kinerja Organisasi Manufaktur Yang Terdaftar di Bursa Efek Indonesia. *Jurnal Riset Akuntansi & Keuangan*, 1-24.
- Santos-Vijande, M. L., Lopez-Sanchez, J. A., & Gonzalez-Mieres, C. (2012). Organizational learning, innovation, and performance in KIBS. *Journal of Management & Organization* (Vol. 18). Retrieved from <https://doi.org/10.1017/S183336720000050X>
- Setiawati AN dan Riyono B (2018). Pengaruh Pelatihan Komunikasi Interpersonal terhadap Kohesitas jejaring pada Divisi Food and Beverage Product Hotel X Bintang 5 Yogyakarta. *Jurnal Ilmiah Psikologi Terapan*, 6(1), 41–53.
- Sawarjuwono, T. dan A. P. Kadir. (2003). Intellectual Capital: Perlakuan, Pengukuran dan Pelaporan. *Jurnal Akuntansi dan Keuangan*. 5(1), pp. 35-
- Schultz, Theodore W. (1961). Investment in Human capital. *American Economic Review*, 51(1), 1-17
- Skarvopa Ludmila, Grosova Stanislava. (2015). The Application of Business Network Approach for Small and Medium Enterprises (SME) with regard to their Buying Behavior. *Journal University of chemistry and Technology Praha Czech Republic*. 7(1).
- Smith S.C. Rothbaum, J. (2013). Cooperatives in a global economy: key economic issues, recent trends, and potential for Development. IZA Policy Paper No. 68. Diperoleh dari: <http://repec.iza.org/pp68.pdf>.
- Stiles, Philip Somboon Kulvisaechana, (2020), *Human capital and performance: A literature review*, Cambridge Business School, Judge Institute of Management University of Cambridge
- Sudirlan, I., Maarif, M. S., Affandi, J., & Arkeman, Y. (2019). Peningkatan Kapabilitas Karyawan dan Penerapan Budaya Baru Organisasi dalam Mewujudkan Daya Saing. *JKBM (Jurnal Konsep Bisnis dan Manajemen)*, 5(2), 240-257.
- Sujianto, A. E. (2013). Variabel-Variabel yang memengaruhi kinerja koperasi pondok pesantren di Kabupaten Tulungagung. *Jurnal Pendidikan dan Pembelajaran (JPP)*, 19(2), 148-149.
- Sulistyorini, E., Sudarmi, S., & Jati, E. P. (2017). Pengaruh lingkungan kerja, keterlibatan kerja, dan kohesivitas dalam kelompok kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai

- variabel mediasi. *Performance: Jurnal Personalia, Financial, Operasional, Marketing dan Sistem Informasi*, 24(1), 1-7.
- Supono, B. (2011). Peranan modal sosial dalam implementasi manajemen dan bisnis. *Jurnal Ekonomi dan Kewirausahaan*, 11(1).
- Sutanto, H., Pratiwi, K. W., & Ambarwati, S. D. A. (2010). Pengaruh Spiritual Capital dan Individual Values Terhadap Job Performance yang Dimediasi Oleh Job Satisfaction dan Organizational Commitment, *Buletin ekonomi*, 8(1), 1-70
- Tumwine, Sulait, Sentrine Nasiima & Dr. Nixon Kamukama (2014), Human capital Elements and their Influence on Performance: Evidence from Uganda's Manufacturing Firms, *Global Journal of Management and Business Research: D Accounting and Auditing* Volume 14 Issue 2 Version 1.0 Year 2014
- Undang-Undang Dasar 1945 Pasal 33 Ayat 1 yaitu perekonomian disusun sebagai usaha bersama berdasarkan atas asas kekeluargaan.
- Uniati, M. I. (2014). Learning organization, komitmen pada organisasi, kepuasan kerja, efektivitas penerapan sistem iso dan dampaknya terhadap kinerja organisasi (Studi kasus staf administrasi UK Petra Surabaya). *Jurnal Manajemen Pemasaran*, 8(1), 27-38.
- Verhofstadt E. Maertens, M. (2014) Can Agricultural Cooperatives Reduce Poverty? Heterogeneous Impact of Cooperative Membership on Farmers' Welfare in Rwanda, *Applied Economic Perspectives and Policy*, 37(1): 86- 106.
- Widiantoro D, & Sukarti, B. S. (2017). Pelatihan komunikasi interpersonal untuk meningkatkan kohesitas jejaring pada karyawan Hotel X Yogyakarta. *Jurnal Intervensi Psikolog*, 9(2), 155-168.
- Widiantoro, D., & Herawati, I. (2020). Kohesivitas Kelompok Ditinjau Dari Kepemimpinan Karyawan Universitas Islam Riau. *Motiva: Jurnal Psikologi*, 2(2), 60-65.
- Wirawan, S. (2017). Pengaruh Human capital, Structural Capital, Dan Customer Capital Terhadap Kinerja Organisasi Pada Organisasi Daerah Air Minum (Pdam) Di Kabupaten Tabalong. *Jurnal PubBis*, 1(2), 387-404.
- Woerkom MV. dan Sanders K. (2009). The Romance of Learning from Disagreement. The Effect of Cohesiveness and Disagreement on Knowledge Sharing Behavior and Individual Performance Within Teams. *J bus Psychol*, 25,139-149.
- Wollah, A. L., Cahyaningrum, B. N., & Wijayanti, A. W. (2022). Pengaruh Kepemimpinan Transformasional, Servant Leadership Dan Pembelajaran Organisasi Pada Kinerja Organisasi. *Journal Of Business, Finance, and Economics (JBFE)*, 1(1).
- Wong, Leonard (2015), The Effect of Cohesion on Organizational Performance: a Test of Two Models; *Bussiness Administration*

- Wujiabudula, Aihemaituoheti, Cemal Zehir (2016), The effects of organizational learning on firm performance through product innovation, *Journal of Global Strategic Management*, 10(1).
- Zula, Kenneth J. dan Thomas J. Chermack. (2007). Human capital Planning: A Review of Literature and Implications for Human Resource Development. *Human Resource Development Review*, 6(3), 245-262.
- Zulfikar, Rizky; Lastri Novianti (2018), Pengaruh Kapabilitas Jejaring Usaha dan Media Sosial terhadap Kinerja Usaha (Studi Kasus: Sentra Kain Cigondewah Bandung); *Jurnal Riset Bisnis dan Manajemen*, VIII(2).