



The impact of innovation leadership on organizational performance of cooperative: The role of mediating strategic fit

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ABSTRACT

In the strategic leadership literature, innovation leadership plays an important role to realize strategic fit in an organization. Strategic fit indicates that the strategic planning made by the organization is in accordance with the vision and mission of the organization, thus having an impact on its business performance. This study aims to investigate the mediating role of strategic fit on the relationship between innovation leadership and organizational performance. The population in this study were cooperatives in Lima Puluh Kota Regency with a sample size of 134 cooperatives. Research data were collected through questionnaires. The partial least square- structural equation modeling method with Smartpls 4 was used to analyze the data. The results of this study confirmed that innovation leadership has a positive and significant influence on strategic fit. Strategic fit exerts a positive and significant influence on organizational performance. This study also found the mediating effect of strategic fit on the relationship between innovation leadership and organizational performance.

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1. INTRODUCTION

Cooperatives are business entities consisting of individuals or cooperative legal entities that base their activities on cooperative principles and as an economic movement of the people based on family principles (Koperasi, 1992). Cooperative activities contribute to the achievement of a prosperous economy. In Indonesia, cooperatives are considered as a pillar because they have a significant role in organizing joint efforts (Gunardi et al. 2022).

The rapid development of cooperatives can be seen from several cooperatives that have assets of up to trillions of rupiah. West Sumatra has

cooperatives with total assets above Rp 2 billion, spread across several regencies and cities (sumbar.antaraneews.com). In 2020, one of the districts in West Sumatra Province received an award from the Governor of West Sumatra as the area with the best cooperative performance in the district category, namely Lima Puluh Kota Regency (disdagkopukm.limapuluhkotakab.go.id). This best cooperative performance is assessed based on the number of active cooperatives, the number of cooperatives that hold annual member meetings (RAT), the number of cooperative identification number (NIK) certificates issued, guidance and supervision carried out by related agencies, and the attention of regional leaders to cooperatives.

Cooperative development depends on management, if management is good it will have a positive impact that allows rapid growth in the cooperative, whereas if management is poor it will indirectly impact the economy (Mulyani, Sari, & Sari, 2020). In line with this, the development of cooperatives is considered not in accordance with the expectations of the community because it is still running conventionally and is less professional in the midst of rapid technological developments (Setiawan et al. 2021). In addition, the contribution of cooperatives that is felt directly by the community is less because currently the country's economy is controlled by large companies with a capitalist system. This shows that cooperatives experience obstacles, namely competition with outsiders.

Based on a preliminary survey (2023), one of the cooperatives in Limapuluh Kota Regency which is also feeling the intense competition is the Republic of Indonesia Employees Cooperative (KPRI) Depdikbudcam Harau. The competition felt by cooperatives is marked by the increase in bank and non-bank financial institutions offering their products. In the real sector, many minimarkets also compete with waserda owned by cooperatives. This requires cooperatives to create strategies to be able to compete and grow better than their competitors.

Many strategy studies focus on organizational fit for the environment and creating strategic relationships between organizations and stakeholders. Strategic fit is the consistency that a competitive strategy is able to fulfill and the value chain capabilities that can be built through a supply chain strategy. In the strategic leadership literature, innovation leadership plays an important role to realize strategic fit in an organization. Innovation leadership is a combination of different leadership styles to influence employees to generate creative ideas, products and services. Innovation leadership plays a role in encouraging individual initiative, making individual responsibilities, and performance evaluation systems clear and explicit (Carmeli, Gelbard, & Gefen, 2010). Evaluating performance is a practice that is widely accepted and conducted in several studies (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012).

So far, the management of cooperatives from administrators and supervisors still follows the provisions of the old standard operating procedures. There has been no renewal or innovation that would further improve the performance of the cooperative. The top management in the cooperative is the chairman of the board. So that without the leadership of innovation in the cooperative, the business being run still provides benefits. Meanwhile, according to (Carmeli, Gelbard, & Gefen, 2010), innovation leadership must exist because it has a positive and significant effect on organizational performance. And also departing from the experience that how people interact in cooperatives (between management, supervisors, employees, and cooperative members), as well as the existence of government regulations

governing cooperatives causes the importance of cooperative strategy suitability to be studied.

Based on these phenomena and problems, the purpose of this study is to test and analyze the impact of the relationship between innovation leadership, strategic fit, and organizational performance. As well as the mediating role of the suitability of cooperative strategies in Lima Puluh Kota Regency. The practical implications of this research are as a guide for decision makers and organizations regarding the influence of innovation leadership and strategic suitability on the performance of cooperative organizations in Limapuluh Kota Regency. Meanwhile, the theoretical implication of this research is that it is hoped that it can become reference material regarding comparisons or similarities for further research

Organizational performance is considered a parameter for assessing the success of an organization and is carried out periodically (Widiartanto & Suhadak, 2013). Organizational performance is influenced by the organization's ability to strategize and combine resources effectively (Farrukh et al. 2020). There are many different ways to measure organizational performance, because performance is a measure of the effectiveness and efficiency of processing inputs and outputs to achieve a goal (Debi, 2017). Performance indicators commonly used in strategic management research are economic performance, such as: sales growth profitability, return on assets, and return on equity (Herri 2011). Organizational performance is a description of the degree of task fulfillment in business objectives or targets according to the results obtained. (Yıldız, Baştürk, & Boz, 2014).

Innovation leadership has been explored in a variety of fields (Anning-Dorson, 2018), and there is a notion that innovation leadership is a precursor to innovation (Hervas-Oliver, Garrigos, & Gil-Pechuan, 2011),(Damanpour, 2014). Innovation leadership involves different leadership styles in organizations to influence employees to generate creative ideas, products, services and solutions. (Anand & Saraswati, 2014). Groups, teams, organizations and governments can apply innovation leadership to support the development of innovation (Gliddon & Rothwell, 2018). The importance of leadership in innovation cannot be underestimated, as both play a crucial role in organizations today (Haapaniemi, 2017). Leaders play a critical role in shaping and leading innovation success (Hunter & Cushenbery, 2011).

In organizations, strategic fit reflects how the organization matches resources and capabilities to opportunities from the external environment. (Ekwutosi, 2014). According to (Ekwutosi, 2014), strategic fit is useful for evaluating an organization's current strategic situation. According to (Lindow, Stubner, & Wulf, 2010), Strategic fit is considered an important driver of performance by strategy researchers. Alignment between a firm's strategy and structure results in a positive performance impact, so firms should strive to achieve such alignment. (Lindow, Stubner, & Wulf, 2010).

Examination of innovation leadership is considered a key mechanism for fostering strategic fit and improving firm performance (Schneider et al. 2005). Most organizations have implemented innovation leadership as an important determinant of innovation development (Jung, Wu, & Chow, 2008). Leaders create the required match of a company's strategy to its environment. (Anning-Dorson, 2018). Leaders create the required match of a company's strategy to its environment. (Carmeli, Gelbard, and Gefen, 2010) who said that innovation leadership has a positive and significant effect on the suitability of corporate strategy. Therefore, the following hypothesis proposed is hypothesis 1 (H1). Innovation leadership has a positive effect on strategic fit.

Strategic fit offers a means for firms to access new markets, expand geographic reach, acquire cutting-edge technology, and complement skills and core competencies relatively quickly. (Ekwutosi, 2014). The main source of competitive advantage for companies is strategic positioning, where strategic positioning allows companies to cope with increasing organizational complexity. The same research was also conducted by (Carmeli, Gelbard, & Gefen, 2010) which says that strategic fit has a positive and significant effect on organizational performance. Previous research also states that strategic fit has a positive and significant effect on organizational performance. (Gupta & Zhang 2019), (Popli et al. 2017), Z. Wang et al. 2016), (Boy Akdag & Ekmekci 2023) (Prajogo, 2016), (Wang & Shyu, 2008), (Chen & Liang, 2011), (Farrukh et al. 2020), (Lindow, Stubner, & Wulf, 2010), (Sousa & Tan, 2015), dan (Khan et al. 2021). Therefore, the following hypothesis proposed is hypothesis 2 (H2). Strategy fit has a positive effect on organizational performance.

Dual innovation leadership encompasses two leader behaviors aimed at encouraging the ideation and realization of new ideas in general (Lukoschek et al. 2018). Creative leadership was introduced by (Makri & Scandura, 2010), which focuses on knowledge development. Innovation leadership includes encouragement for individual initiative, clarification of responsibilities, feedback, fostering trust. (Carmeli, Gelbard, & Gefen, 2010), Innovation-oriented leadership has a positive effect on organizational performance and is mediated by the suitability of strategies in adapting to the environment. Innovation-oriented leadership indicates the extent to which the leader encourages the innovation orientation of Therefore, the following hypothesis proposed is hypothesis 3 subordinates and notes its influence on the innovation of the company's program. (Stock, Totzauer, & Zacharias, 2014). Therefore, the following hypothesis proposed is hypothesis 3 (H3). Strategy fit mediates the relationship of innovation leadership and organizational performance.

2. RESEARCH METHOD

This study uses a quantitative approach to determine the mediating effect of strategic fit on the relationship between innovation leadership and organizational performance. In terms of time, the data in this study were collected in 2023, therefore the research time horizon used is one shot/cross-sectional. Determination of the sample in this study using saturated sampling technique (census). Respondents in this study were cooperatives in Lima Puluh Kota Regency. The data source is primary data, collected through distributing structured questionnaires to respondents. The sample size in this study was 134 active cooperatives that have been operating for at least 2 years. The research instrument was measured using a Likert scale (score 1 to 5). This study uses the partial least square structural equation modeling (PLS-SEM) method with Smartpls 4 software to test the hypothesis.

3. RESULTS AND DISCUSSIONS

The outer model test is used to measure the relationship between latent variables and their indicators. The outer model test consists of convergent validity, discriminant validity, and reliability tests. Convergent validity is useful for assessing indicators based on the correlation between item scores. The output of the convergent validity test results is the outerloading shown in table 1 below.

Table 1. Outerloading

	Innovation Leadership	Strategic Fit	Organizational Performance
KI1	0,911		
KI2	0,860		
KI4	0,901		
KI5	0,892		
KO10			0,959
KO11			0,917
KO7			0,939
KO8			0,945
KO9			0,960
KS1		0,701	
KS2		0,920	
KS3		0,918	

Table 1 shows that all indicator values in the outerloading output are greater than 0.7 so that all statements are declared valid. While the AVE output and reliability test are shown in table 2 below.

Table 2. Validity and Reliability Test

Variable	Average variance extracted (AVE)	Composite Reliability
Innovation Leadership	0,794	0,915
Strategic Fit	0,727	0,857
Organizational Performance	0,891	0,970

According to (Henseler, Ringle, & Sinkovics, 2009), the AVE value must be greater than 0.5 to be considered valid, and in the reliability test the variable is declared reliable if the composite reliability value is greater than 0.7. Table 2 above shows that the AVE value of each variable is greater than 0.5 and the composite reliability value is greater than 0.7. All items meet the criteria so that they are declared valid and convergently reliable. Next, namely testing discriminant validity by looking at the crossloading output as in table 3 below.

Table 3. Crossloading

	Innovation Leadership	Strategic Fit	Organizational Performance
KI1	0,911	0,662	0,485
KI2	0,860	0,628	0,504
KI4	0,901	0,651	0,452
KI5	0,892	0,704	0,501
KO10	0,507	0,606	0,959
KO11	0,572	0,620	0,917
KO7	0,494	0,563	0,939
KO8	0,495	0,567	0,945
KO9	0,498	0,610	0,960
KS1	0,567	0,701	0,263
KS2	0,686	0,920	0,639
KS3	0,649	0,918	0,635

Statement items in the crossloading output are declared valid if the correlation of the variable indicator score to its own variable is greater than the correlation of the variable indicator score to other variables. (Henseler, Ringle, & Sinkovics, 2009). The crossloading value in table 3 shows that all statement items have a greater correlation score value to their own variable than the correlation score to other variables. This indicates that the

crossloading requirement is met and all statement items in the table are declared valid.

The inner model aims to measure the relationship between all latent variables in the study. The R square value is shown in table 4 below.

	<i>R-square</i>
Strategic Fit	0,552
Organizational Performance	0,396

Table 4 above shows the *R-square* value of the strategy suitability variable of 0.552. This means that the strategy suitability variable can be explained by the innovation leadership variable by 55.2% , the rest is explained by other variables outside the research model. The *R-square* value of the organizational performance variable is 0.396. This means that the organizational performance variable can be explained by the strategy suitability variable by 39.6% , the rest is explained by other variables outside the research model.

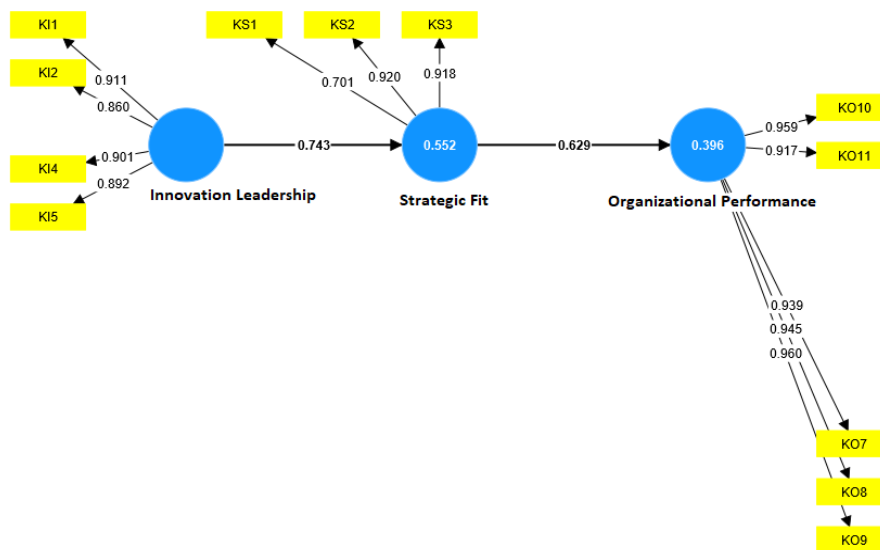


Figure 2. Final Measurement Model

Figure 2 shows that the indicators of the three variables that do not meet the outerloading criteria (> 0.7) have been removed from the model after re-estimation. Furthermore, processing can be done to determine hypothesis testing.

The hypothesis is accepted if the calculated t value is greater than the t table value. The t table value is determined using the formula, namely $dF = N - 2$ (Sekaran & Bougie, 2011). So that the results obtained $dF = 134 - 2 = 132$, then the t table value after looking at the t-table with the one tailed hypothesis type is 1.64 with a significance level of 5%. Hypothesis testing is done using bootstrapping in the Smartpls 4.0 application by referring to the path coefficient output.

Table 5. Hypothesis Testing (Direct Test)

	Original sample (O)	T statistics (O/STDEV)	T Table	Description
Innovation Leadership -> Strategic Fit	0,743	15,428	1,64	Significant
Strategic Fit -> Organizational Performance	0,629	11,525	1,64	Significant

The results of hypothesis testing show that hypothesis 1 in this study is accepted, which states that innovation leadership has a positive and significant effect on strategic fit. Table 5 above proves that the calculated t value is greater than the t table ($15.428 > 1.64$) with the *original sample* value showing a positive correlation of 0.743. Therefore, overall innovation leadership has a positive and significant effect on strategic fit in cooperatives in Lima Pulu Kota Regency. This indicates that the stronger the innovation leadership, the higher the organizational performance. The results of this study are supported by research (Carmeli, Gelbard, and Gefen, 2010), which states that innovation leadership is significantly able to improve strategic fit.

The results of hypothesis testing also show that hypothesis 2 in this study is accepted, which states that strategic fit has a positive and significant effect on organizational performance. Table 5 above proves that the calculated t value is greater than the t table ($11.525 > 1.64$) with the *original sample* value showing a positive correlation of 0.629. Therefore, overall strategic suitability has a positive and significant effect on organizational performance in cooperatives in Lima Pulu Kota Regency. This indicates that the stronger the strategic fit, the higher the organizational performance. The results of this study are supported by research (Carmeli, Gelbard, & Gefen, 2010) The results of hypothesis testing also show that hypothesis 2 in this study is accepted, which states that strategic fit has a positive and significant effect on organizational performance. Table 5 above proves that the calculated t value is greater than the t table ($11.525 > 1.64$) with the *original sample* value showing a positive correlation of 0.629. Therefore, overall strategic suitability has a positive and significant effect on organizational performance in cooperatives in Lima Pulu Kota Regency. This indicates that the stronger the strategic fit, the higher the organizational performance. The results of this study are supported by research (Gupta & Zhang 2019), (Popli et al. 2017), Z. Wang et al. 2016), (Boy Akdag & Ekmekci 2023) (Prajogo, 2016), (Wang & Shyu, 2008), (Chen & Liang, 2011), (Farrukh et al. 2020), (Lindow, Stubner, & Wulf, 2010), (Sousa & Tan, 2015), dan (Khan et al. 2021).

In mediation testing, the calculation of Variance Accounted For (VAF) is carried out to determine whether the mediating variable is categorized as full mediation or partial mediation. The formula below shows the calculation of VAF in this study.

$$\text{VAF} = \text{Indirect Effect} / (\text{Direct Effect} + \text{Indirect Effect})$$

$$\text{VAF} = (15,428 \times 11,525) / 8,110 + (15,428 \times 11,525) = 95,64\%$$

The results of this VAF calculation indicate that strategic fit is categorized as full mediation because the VAF value is greater than 80% , namely 96,64%.

Table 6. Mediation Result

	Original sample (O)	T statistics (O/STDEV)	T Table	Description
Innovation Leadership -> Organizational Performance	0,548	8,110	1,64	Significant

The results of hypothesis testing show that hypothesis 3 in this study is accepted, which states that strategic fit significantly mediates the relationship of innovation leadership to organizational performance. Table 6 above proves that in the direct effect, the calculated t value is greater than the t table ($8.110 > 1.64$) with the original sample value showing a positive correlation of 0.548. And table 5 proves that in the indirect effect, the calculated t value is greater than the t table with the original sample value showing a positive correlation. Strategic fit has a full mediating effect on the relationship between innovation leadership and organizational performance. Because the VAF value is greater than 80% , which is 95.64%. Therefore, overall strategic suitability mediates the relationship between innovation leadership and cooperative organizational performance in Lima Pulu Kota Regency. This indicates that strategic fit must exist to improve organizational performance, because strategic fit strengthens the relationship between innovation leadership and organizational performance. The results of this study are supported by research (Carmeli, Gelbard, and Gefen, 2010), which states that strategic fit mediates the relationship of innovation leadership to organizational performance.

4. CONCLUSION

Improving the performance of cooperative organizations in Lima Pulu Kota Regency is influenced by innovation leadership and strategic fit. The research results contribute to becoming a reference for cooperatives in managing their institutional, business and financial aspects. In detail, the results of this research show that innovation leadership plays a role in improving the performance of cooperative organizations through Strategic Fit, and strategic fit is also able to improve the performance of cooperative organizations. In improving innovation leadership, the top management of the cooperative must further explain individual responsibilities within the cooperative. These individual responsibilities include the responsibilities of each board, supervisor, and cooperative member. And this responsibility is an obligation that must be carried out while in the cooperative. Improving the understanding of individual responsibilities can be done by cooperatives by conducting internal training for all cooperative members, using education funds from the distribution of the remaining results of cooperative operations. Through this training, the rights and obligations during the cooperative are explained again. In improving the suitability of the strategy, the top management of the cooperative must further demonstrate a real desire to make the necessary changes in the cooperative. These desires can be conveyed by top management during member meetings and board meetings, and are outlined in the meeting minutes. The meeting minutes are translated into minutes and decision letters, which members can read and understand. Because there are still few cooperatives that make these minutes and decision letters when encountered in the field. And to improve organizational performance, the cooperative's market share must be further improved. Increasing market share is usually carried out by cooperatives that have real sector businesses such as waserda/minimarket, photocopying, shops, procurement of goods and services, and others. This is because in the savings and loan business the cooperative can only serve cooperative members, who contribute to the cooperative's own capital through the deposit of mandatory savings per month. The research location is a limitation in this research. The research location is only limited to Limapuluh Kota Regency, so the results obtained cannot be

applied elsewhere. Suggestions for further research are: 1) Suggestions addressed to the Limapuluh Kota Regency Government, namely that they can pay more attention to the condition of cooperatives, especially in terms of licensing, institutional strengthening and business development, 2) Suggestions for cooperative administrators, especially the top management of cooperatives, namely to always maintain and improve product performance, relationship performance and cooperative economic performance.

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