

Co-Leadership (Co-LEAD) Model Based on Behavioral Competence Transformation (BCT) to Improve Cooperative Performance and Collaboration in Lamongan

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Abstract

This study aims to analyze the implementation of the Co-Leadership (Co-LEAD) model based on Behavioral Competence Transformation (BCT) in improving the performance and collaboration of cooperative teams in Lamongan Regency. The observed phenomenon is the low level of collaboration and the dominance of individualistic leadership that hinders organizational effectiveness. The study used a qualitative interpretive approach with case studies in three cooperatives, namely KUD Minatani, KUD Tani Mulyo, and KPRI Handayani. Data were collected through in-depth interviews, observation, and documentation. The results show that the implementation of BCT-based Co-Leadership consistently improves the quality of collaboration and organizational performance. Empirically, the findings indicate an increase in member involvement in decision-making (marked by the active participation of all administrators in strategic forums), an increase in the intensity of communication and coordination between administrators, and an increase in operational efficiency reflected in the acceleration of administrative task completion and more transparent and accountable financial management. In addition, a more equitable distribution of roles contributes to increased organizational responsiveness to member needs and a strengthened sense of ownership among cooperative administrators and members. Theoretically, this study makes a significant contribution to the development of collaborative leadership literature by offering a conceptual integration between Co-Leadership and Behavioral Competence Transformation as behavioral mechanisms that explain the relationship between collective leadership structures and improved team performance. This study expands the study of shared leadership by emphasizing that the effectiveness of Co-Leadership is not only determined by role distribution, but also by behavioral competency transformation that includes aspects of communication, collective decision-making, and conflict resolution. These findings enrich the academic discourse by providing a contextualized behavior-based model in community-based cooperative organizations, which was previously limited in the literature.

Keywords:

Behavioral Competence Transformation; Co-Leadership (Co-LEAD); Collaborative Leadership; Cooperative Performance; Team Collaboration.

1. INTRODUCTION

Cooperatives are a crucial pillar of Indonesia's national economic system, playing a strategic role in strengthening community-based economies, improving member welfare, and promoting equitable development. However, in practice, many cooperatives still face fundamental challenges related to low organizational performance and suboptimal team collaboration. These problems are caused not only by limited resources but also by leadership patterns that tend to be individualistic and hierarchical, thus hampering member participation and effective decision-making (International Labour Organization, 2022; Ministry of Cooperatives and SMEs, 2023).

The increasingly complex organizational environment demands a shift in leadership paradigm from a single-figure-centered model to a more collective, participatory, and collaborative approach. In this context, Co-Leadership (Co-LEAD) emerged as a strategic alternative that emphasizes shared leadership roles, shared responsibility, and collective decision-making (Denis, Langley, & Sergi, 2022). The Co-Leadership (Co-LEAD) Model is considered relevant for community-based organizations because it can increase member engagement and the quality of decision-making. However, the effectiveness of Co-Leadership (Co-LEAD) is greatly influenced by the readiness of individuals and organizational structures in adopting shared leadership (Zhu et al., 2023).

In response to these challenges, various recent studies have developed collaborative leadership approaches, one of which is the Co-Leadership (Co-LEAD) model, which emphasizes distributed leadership roles, shared responsibility, and collective decision-making (Denis et al., 2022). Numerous empirical studies have shown that implementing shared leadership in community organizations and cooperatives can improve team coordination, decision quality, and member engagement (Mathieu et al., 2022; Zhu et al., 2023). For example, Hwang et al.'s (2023) study on community-based cooperatives showed that implementing collaborative leadership improved the effectiveness of team communication and strengthened trust among members. Similarly, Handayani et al.'s (2025) study found that distributed leadership roles increased organizational productivity and responsiveness to member needs.

However, these studies generally position Co-Leadership as a structural approach, without fully explaining the behavioral mechanisms underlying its successful implementation. In this context, Behavioral Competence Transformation (BCT) emerges as an approach that emphasizes changes in behavioral competencies through the integration of knowledge, attitudes, and skills (Boyatzis et al., 2022). Behavioral Competence Transformation (BCT) is an approach that emphasizes competency-based behavioral transformation through the integration of knowledge, attitudes, and skills. This approach positions collaborative work behavior as the result of a continuous learning and competency strengthening process, not simply the result of establishing formal structures or roles. Recent research shows that behavioral competency transformation contributes significantly to leadership effectiveness and team performance in organizations (Goleman & Boyatzis, 2023). Several studies have shown that BCT has been successfully implemented in various organizations to improve the quality of team interactions, communication skills, and the effectiveness of conflict resolution (Chang, 2023; Williams & Walker, 2023). In the context of cooperatives, Zainal and Sutrisno (2024) showed that strengthening behavioral competencies contributes to increasing collaboration and organizational stability.

Various empirical studies have shown that collaborative leadership has a positive relationship with team performance and the quality of work relationships within organizations. Mathieu et al. (2022), through a comprehensive review of teamwork systems, found that shared leadership significantly contributes to improved coordination, role clarity, and team performance effectiveness. Similar findings were presented by Zhu et al. (2023). A meta-analysis concluded that collaborative leadership positively impacts team performance, trust among team members, and the quality of collective decision-making. Furthermore, Newman et al. (2023) demonstrated that collaborative leadership not only improves team performance but also strengthens working relationships and the psychological well-being of team members by increasing mutual trust and work engagement. In the context of value-based and participatory organizations, Denis et al. (2022) emphasized that collective leadership can create synergy between organizational actors and strengthen organizational capacity to address complex work environments.

However, the integration of Co-Leadership (Co-LEAD) and Behavioral Competence Transformation (BCT) as a single integrated model is still rarely studied, especially in the context of community-based cooperatives at the regional level. Most research is still partial, focusing either on leadership structure or on individual competency development, thus not providing a comprehensive picture of how the two approaches interact to improve team performance and collaboration. This indicates a significant research gap, especially in the context of Indonesian cooperatives which are characterized by participatory and shared values.

Lamongan Regency was chosen as the research location due to its diverse cooperative development dynamics and the challenges it faces in strengthening organizational governance and teamwork effectiveness (BPS East Java, 2023). Therefore, this study seeks to in-depth examine the implementation of the BCT-based Co-Leadership (Co-LEAD) model as an integrative approach to improving cooperative team performance and collaboration. These conditions reflect common problems faced by cooperatives at the regional level, making Lamongan Regency a relevant context for examining the implementation of the Co-Leadership (Co-

LEAD) model. BCT-based Co-LEAD model as an effort to strengthen the performance and collaboration of cooperative teams (BPS East Java, 2023 and Ministry of Cooperatives and SMEs of Indonesia, 2024). Practically, this study expects that the implementation of the BCT-based Co-LEAD model can produce several concrete achievements, including: (1) increased participation of administrators and members in strategic decision-making, (2) increased quality of team communication and coordination, (3) creation of a clearer and more equitable division of roles, (4) increased transparency and accountability in financial and administrative management, and (5) increased operational efficiency and organizational responsiveness to member needs. Thus, this model not only functions as a conceptual framework, but also as a practical solution in strengthening adaptive and sustainable cooperative governance.

Here are some research gaps from this study. First, a study on Co-Leadership (Co-LEAD), is still dominated by the context of formal and large-scale organizations, while research on community-based cooperatives at the regional level is still very limited (Denis et al., 2022; Zhu et al., 2023). Second, research that links Co-Leadership (Co-LEAD) Studies that directly relate to team performance and collaboration generally have not integrated a behavioral competency transformation approach as an explanatory mechanism for the relationship between variables (Mathieu et al., 2022; Newman et al., 2023). Third, empirical studies that simultaneously test the integration of Co-Leadership (Co-LEAD) and Behavioral Competence Transformation (BCT) in the context of Indonesian cooperatives, particularly at the district level, is still very limited and has not provided comprehensive empirical evidence. Fourth, several previous studies used quantitative methods in their studies, but this study uses an interpretive qualitative method because an interpretive approach allows researchers to capture the perspectives of research subjects, administrators, and cooperative members regarding the experiences, meanings, and practices of collaborative leadership carried out in daily organizational activities. This can help researchers in understanding the meaning, process, and dynamics of the implementation of Co-Leadership (Co-LEAD) in depth. based on Behavioral Competence Transformation (BCT) in the cooperative context.

Based on the above description, this study aims to analyze the application of the Co-Leadership (Co-LEAD) model based on Behavioral Competence Transformation (BCT) in improving the performance and collaboration of cooperative teams in Lamongan Regency. This research is expected to provide theoretical contributions to the development of a behavior-based collaborative leadership model, as well as provide practical implications for cooperative managers and stakeholders in improving organizational effectiveness and sustainability.

2. RESEARCH METHOD

This research uses an interpretive qualitative approach with a multiple case study design to deeply understand the implementation mechanisms of the Co-Leadership (Co-LEAD) model based on Behavioral Competence Transformation (BCT) in a cooperative context. According to Creswell & Poth (2020:43-45), interpretive qualitative research focuses on how individuals interpret social reality through interactions and subjective experiences. Case studies are used because this research examines the implementation of the Co-Leadership (Co-LEAD) model in depth. based on Behavioral Competence Transformation (BCT) in the context of cooperatives that are bound by certain locations, actors, and activities, as emphasized by Yin (2020:15-18) that case studies are appropriate for exploring contemporary phenomena in real-life contexts.

The data sources in this study consist of primary and secondary data. Primary data were obtained from key informants directly involved in cooperative leadership and teamwork practices, while secondary data came from relevant organizational documents. According to Merriam & Tisdell (2021:96-99), the use of various data sources in qualitative research aims to obtain a holistic and in-depth understanding of the phenomenon. The type of data collected is descriptive and narrative, in the form of views, experiences, and interpretations of research subjects regarding Co-Leadership (Co-LEAD) practices, behavioral competency transformation processes, performance, and team collaboration, as described by Tracy (2020:38-41).

The research locations included three cooperatives in Lamongan Regency: KUD Minatani, KUD Tani Mulyo, and KPRI Handayani. Research informants were purposively selected, namely the core cooperative administrators (chairman, treasurer, and secretary) who are directly involved in leadership practices and organizational management. The selection of these informants aimed to obtain rich and relevant data related to the experience of implementing Co-LEAD and BCT. The selection of research locations was carried out by considering the suitability of the research context with the focus of the study, namely the application of collaborative leadership in cooperative organizations. According to Yin (2020: 47-49), the selection of locations in case studies must be based on the location's potential to provide rich and relevant information on the phenomenon being studied. Cooperatives in Lamongan Regency are considered capable of representing the dynamics of cooperatives at the regional level, both in terms of organizational governance, leadership, and work team collaboration.

Data collection techniques were conducted through in-depth semi-structured interviews, limited participant observation, and documentation studies. Interviews were used to explore informants' subjective experiences and interpretations of collaborative leadership practices. Observations were conducted to identify

interaction patterns and teamwork dynamics. Documentation was used to supplement and verify field data to explore informants' experiences and interpretations of Co-Leadership (Co-LEAD) practices, and Behavioral Competence Transformation. According to Brinkmann (2022: 62-65), qualitative interviews allow researchers to gain an in-depth understanding of the research subjects' perspectives and experiences. Observations are used to directly observe work interactions and team collaboration patterns, while documentation studies are conducted using organizational documents as supporting data sources. The use of these various techniques aligns with the recommendations of Creswell & Poth (2020: 150-152), regarding the importance of triangulation of data collection techniques in qualitative research.

Data analysis was conducted in a thematic reflective manner with an interactive model (Miles, Huberman, and Saldaña (2020: 293-296). The analysis process consisted of three main stages which were directly aligned with the presentation of the research results:

a. Open Coding (Initial Coding)

Interview and observation data were openly coded to identify units of meaning. Initial codes that emerged included: shared decision-making, role distribution, communication intensity, financial transparency, and task efficiency.

b. Axial Coding (Categorization)

The initial codes were then grouped into more structured conceptual categories, namely:

- 1) Participation in decision making
- 2) Team communication and coordination
- 3) Division of roles and responsibilities
- 4) Organizational transparency and accountability
- 5) Operational efficiency

c. Selective Coding (Theme Development)

These categories are integrated into core themes that directly represent the research results (Results), namely:

- 1) Increasing leadership participation and inclusiveness
- 2) Strengthening team communication and coordination
- 3) Increased transparency and operational efficiency
- 4) Strengthening the sense of ownership and collective responsibility

Thus, this analysis structure ensures an explicit link between raw data; categories; themes; main findings, thereby increasing the coherence between the methods section and the research results.

Data validity was maintained through source triangulation (between informants), technical triangulation (interviews, observation, documentation), and member checking, which involved confirming interpretations with informants to ensure consistency of meaning. Furthermore, researchers conducted limited peer debriefing to minimize subjectivity in data interpretation. This approach aligns with qualitative data validity criteria, which emphasize the credibility and reliability of findings, as explained by Lincoln & Guba (2021: 108-111).

This study also considers potential limitations and biases. First, informant subjectivity bias, as the data are based on individual perceptions and experiences. This was addressed through source triangulation and cross-confirmation between informants. Second, researcher bias in the data interpretation process, which was minimized through reflective notes and discussions with colleagues. Third, limitations in generalizability of the findings, given that this study used a case study approach in a limited number of locations. However, this study maintains transferability through a detailed presentation of the research context, making it a reference for similar studies in other community-based organizational contexts

3. RESULTS AND DISCUSSION

In this section, the researcher will explain the research results and provide a comprehensive discussion of several sub-chapters. The sub-chapter discussed is the practice of co-leadership. (Co-LEAD) BCT -based cooperatives in Lamongan Regency, Behavioral Competence Transformation (BCT) in cooperatives and the impact of Co-Leadership (Co-LEAD) and BCT on team performance and collaboration.

3.1. Co-Leadership Practices in Cooperatives in Lamongan Regency

According to Pearce & Conger (2022:34), Co-Leadership (Co-LEAD) Co-Leadership is a leadership model that involves the division of leadership roles among several individuals, allowing them to collaborate in decision-making and organizational responsibilities. In this model, no single individual holds complete control; instead, leadership is distributed among team members to enhance coordination, communication, and more participatory decision-making. Denis et al. (2022: 12) also add that Co-Leadership (Co-LEAD) encourage greater collaboration among managers, which in turn can improve team performance and overall organizational effectiveness.

The following are empirical findings from interviews with core management at three cooperatives in Lamongan Regency. First, the interview with KUD Minatani:

Chairman of KUD Minatani:

"In recent years, we've tried to involve the treasurer and secretary more in every strategic decision. This helps us reduce the burden on one person and speeds up our response to member needs."

Treasurer of KUD Minatani:

"I feel more valued since planning meetings are led not just by the chairperson, but by the entire team. Now, our opinions are taken into account when setting the operational budget."

Secretary:

"Previously I only recorded decisions, but now I am also asked to convey input from members and even represent the group when presenting meeting results to other members."

Second, the results of the interview with KUD Tani Mulyo:

Chairman of the Mulyo Farmers Cooperative:

"We implemented a rotating task system in meetings, allowing all administrators to lead discussion sessions. This fosters a sense of ownership and shared responsibility."

Treasurer of KUD Tani Mulyo:

"Co-Leadership (Co-LEAD) makes cash management and planning more accurate because we complement and monitor each other."

Secretary of KUD Tani Mulyo:

"Sharing roles has increased team spirit. Discussions between administrators are now more frequent and informative."

Third, the results of the interview with KPRI Handayani:

Chairperson of KPRI Handayani:

"We try to share roles, but I'm usually the one who finalizes major decisions. This is because the members first seek confirmation from me, as the person with final responsibility."

Treasurer of KPRI Handayani:

"We were invited to discussions, and the final outcome was decided together. We felt valued because the final outcome was always decided together."

Secretary of KPRI Handayani:

"Always enthusiastic about this teamwork because we are given the freedom to share opinions and make decisions together."

Interviews with the Chairperson, Treasurer, and Secretary of three cooperatives in Lamongan Regency revealed significant changes in the leadership structure and division of roles within these cooperatives. There has been a shift toward more collaborative leadership, with the Chairperson beginning to involve the Treasurer and Secretary in strategic decision-making. Furthermore, there has been a more equitable distribution of responsibility for key decision-making, with the goal of increasing efficiency and responsiveness to the needs of cooperative members. Furthermore, treasurers feel more valued because in planning meetings, decisions are not solely led by the Chairperson but also involve the entire management team.

On the other hand, the Secretary revealed a significant change in his role, from previously only recording decisions to now being more involved in the decision-making process. This indicates that the Secretary now has a greater role in communicating member input and representing them in decision-making, decisions and presentation of meeting results. This shows that responsibility in Cooperative leadership and management is increasingly distributed, reducing dependence on one individual, namely the chairman.

The implied meaning of this interview is that there is a change in culture. significant leadership within the cooperative. Implementation of Co-Leadership (Co-LEAD) or role-sharing leadership leads to a more equitable distribution of responsibilities, which contributes to efficiency, better collaboration, and improved decision-making. However, this change also reflects a process of adaptation that is not instantaneous.

The results of the interview above show that Co-Leadership (Co-LEAD) The implementation of Co-Leadership (Co-LEAD) has shown many benefits in cooperatives in Lamongan Regency. Co-Leadership (Co-LEAD) has been implemented in cooperatives in Minatani, Tani Mulyo, and Handayani. shows variation in its effectiveness, depending on the extent to which cooperative administrators and members are able to adapt to this shared responsibility leadership model. Implementation of Co-Leadership (Co-LEAD) The Lamongan cooperative demonstrates various dynamics in role allocation and decision-making. In cooperatives that have implemented the Co-Leadership (Co-LEAD) model, the division of leadership roles is not solely centered on the chairman but also involves other administrators, such as the secretary and treasurer, in strategic decision-making. Pearce & Conger (2022:35) explain that Co-Leadership (Co-LEAD) is a leadership model that shares responsibilities among several individuals, allowing them to contribute collectively to decision-making. The Tani Mulyo Cooperative and the Mitra Usaha Ideal Cooperative are examples of cooperatives that have begun implementing a more open and collective division of roles, involving other board members in the planning and evaluation of cooperative activities.

These findings also align with recent empirical studies showing that shared leadership structures support communication between managers, team member engagement, and increased performance effectiveness. For

example, research by Melinda (2022) found that shared leadership has a significant positive relationship with team performance, where member involvement in the decision-making process contributes to better productivity and work coordination. Furthermore, a study by Handayani et al. (2025) confirmed that team collaboration, which includes role allocation, open communication, and collective discussion, positively impacts overall organizational effectiveness, both in terms of productivity and responsiveness to member needs.

However, although the practice of Co-Leadership (Co-LEAD) Although it has begun to be implemented, significant challenges remain, particularly related to the organizational culture, which tends to rely on decisions from a single party, namely the cooperative chairman. Sergiovanni (2022) states that a deep-seated organizational culture influences how leadership is perceived and implemented, so changing leadership patterns from authoritarian to collaborative requires significant time and effort.

3.2. Behavioral Competence Transformation (BCT) in Cooperatives

Behavioral Competence Transformation (BCT) in cooperatives is an approach aimed at improving team performance through the development of positive skills, behaviors, and attitudes that support organizational goals. In this context, BCT focuses on strengthening individual and group competencies within the cooperative to foster a productive and inclusive work culture. BCT theory suggests that behavioral competency changes can be achieved through intensive training, interpersonal skill development, and enhanced collaborative decision-making (Chang, 2023; Williams & Walker, 2023). This model also focuses on fostering more responsive behaviors to change and collaborative problem-solving within workgroups. The following are the results of interviews with each cooperative. First, the interview with KUD Minatani:

Chairman of KUD Minatani:

"The implementation of the BCT-based Co-Leadership (Co-LEAD) model at KUD Minatani has significantly changed the way we collaborate. Previously, decision-making was more top-down, but after training and implementing this model, we are more open to discussions. I see members now feeling more confident in providing input and participating in the decision-making process. This has certainly improved the cooperative's performance and productivity."

Treasurer of KUD Minatani:

"As treasurer, I find it easier to communicate with members and other administrators. With the training on more transparent financial management, we now have an easier time deciding on budget allocations and managing funds. Furthermore, our growing behavioral competencies have made cooperative members more responsible for the cooperative's finances."

Secretary of KUD Minatani:

"One of the things I've noticed most is the change in how we deal with conflict. Previously, when we had differences of opinion, we tended to remain silent or wait for a decision from our leaders. Now, with the BCT approach, we are taught to resolve differences through deliberation and collaboration. This has been incredibly helpful in carrying out increasingly complex administrative tasks."

Second, the results of the interview with KUD Tani Mulyo:

Chairman of KUD Tani Mulyo:

"At KUD Tani Mulyo, the implementation of the BCT-based Co-Leadership (Co-LEAD) model has made our decision-making process more inclusive. Members feel valued and are more active in various cooperative activities. We are also starting to see positive results in terms of increased participation in cooperative programs, especially in improving the quality of the agricultural products we manage."

Treasurer of KUD Tani Mulyo:

"As treasurer, I've seen increased transparency in financial reporting. BCT-based leadership training has made us more thorough in recording and planning the cooperative's budget. Furthermore, the Co-Leadership model has also helped us work more efficiently with a clearer division of tasks among the management."

Secretary of KUD Tani Mulyo:

"In the past, we often felt rushed when completing reports and cooperative administration, but now, with the training and BCT-based approach, we are more confident and structured in carrying out administrative tasks. We are also now more open in communicating with each other, both with members and administrators, so no one anymore feels neglected."

Third, the results of the interview with KPRI Handayani:

Chairperson of KPRI Handayani:

"At KPRI Handayani, the transformation we've experienced is profound. The BCT-based Co-Leadership model has transformed the way we lead and collaborate. We are not only focusing on operational aspects, but also on the importance of developing the behavioral competencies of each member. With this approach, we feel stronger in facing existing challenges and more united in solving problems."

Treasurer of KPRI Handayani:

"I feel that with the implementation of BCT, each member is more disciplined and has greater responsibility for the cooperative's finances. As treasurer, this has made it much easier for me to prepare financial reports and manage cooperative funds more transparently. We can also be more effective in planning our budget for the cooperative's future development."

Secretary of KPRI Handayani:

"The implementation of BCT has also had a positive impact on my role as secretary. We are now more open in discussing and addressing administrative issues. The decision-making process has become more inclusive of all parties, and this has made cooperative members feel more valued.

Overall, interviews with the chairperson, treasurer, and secretary of the three cooperatives showed that the implementation of the Co-Leadership (Co-LEAD) model BCT-based cooperative learning has a positive impact on improving the behavioral competencies of cooperative members. The resulting transformation not only improves the quality of cooperation among members but also improves communication, decision-making, and the cooperative's administrative and financial management. This significantly supports the creation of a more inclusive, transparent, and productive work culture, which in turn contributes to improved cooperative performance. This is in accordance with the theory of Goleman & Boyatzis (2023) and Boyatzis et al. (2022:88), which explains that BCT can encourage individuals to change their behavior by building competencies that support collaboration and communication within teams. Cooperative administrators and members, who previously tended to be more individualistic in their work, began to adopt a more collective and mutually supportive work pattern.

Previous research supporting these findings includes Hwang et al.'s (2023) study, which demonstrated that BCT is effective in improving the quality of interactions between team members in cooperatives, particularly in the context of joint decision-making and conflict management. Furthermore, research by Zainal & Sutrisno (2024) also revealed that implementing BCT in cooperatives can strengthen a collaborative culture, improve communication between members, and reduce dissatisfaction and turnover among members. Cooperatives that implement BCT have been shown to be more resilient in facing changing economic and social challenges and more adaptive in responding to market and member needs (Setiawan & Yuliana, 2025).

Based on the results of this study, the application of the Co-Leadership model (Co-LEAD) BCT-based training significantly contributes to the development of cooperative members' behavioral competencies. Strengthening behavioral competencies through BCT not only improves technical skills but also strengthens interpersonal relationships within cooperatives, which in turn supports the sustainability and progress of cooperatives in Lamongan Regency.

3.3. The Impact of Co-Leadership and BCT on Team Performance and Collaboration

Co-Leadership (Co-LEAD) Co-Leadership and Behavioral Competence Transformation (BCT) are two complementary concepts in improving team performance and collaboration. (Co-LEAD), which emphasizes shared leadership and decision-making, allows leaders and team members to work as equal partners, resulting in increased accountability and team participation. Meanwhile, BCT focuses on improving individual and group behavioral competencies, particularly in interpersonal skills, decision-making, and conflict resolution (Smith & Miller, 2023). Previous research has shown that the implementation of Co-Leadership (Co-LEAD) and BCT can improve relationships between team members, enhance communication, and accelerate more collaborative and effective decision-making (Johnson et al., 2024; Zainal & Sutrisno, 2025).

The following are empirical findings from interviews with core management at three cooperatives in Lamongan Regency. First, the interview with KUD Minatani:

Chairman of KUD Minatani:

"By implementing the Co-Leadership (Co-LEAD) model "With the BCT-based cooperative at KUD Minatani, I've noticed a significant change in the way we work. Previously, decisions were often made by the management without involving members in the process. Now, with Co-Leadership (Co-LEAD), every decision involves both members and the management together. This makes members feel valued and more accountable for the cooperative's achievements."

Treasurer of KUD Minatani:

"Before this change, I felt less effective in completing administrative work, as many decisions were made unilaterally. Now, with the Co-Leadership and BCT models, we have a clearer division of tasks. Furthermore, collaboration between us has increased. We can support each other in completing tasks, and the result is a more efficient and timely administrative process."

Secretary of KUD Minatani:

"As treasurer, I've seen improvements in my cooperative's financial management. With BCT training, our communication with the management has become more open. We can be more transparent in preparing budgets and financial reports. This has also contributed to members' growing trust in the management of cooperative funds."

Second, the results of the interview with KUD Tani Mulyo:

Chairman of KUD Tani Mulyo:

"After we started implementing the Co-Leadership (Co-LEAD) model and BCT, relationships among administrators have improved. Previously, we struggled to make decisions involving multiple parties, as decisions often fell to one person. However, now all administrators actively participate in discussions and decision-making. Decisions are more thoughtful and consider the needs of all members.

Treasurer of KUD Tani Mulyo:

"The implementation of BCT has also had a positive impact on financial management. As treasurer, I find it easier to communicate with other administrators regarding the budget and financial reports. Furthermore, with more open and collaborative management, transparency in the cooperative's finances has also increased. We all agree to always provide clear and easy-to-understand reports to members."

Secretary of KUD Tani Mulyo:

"I've seen significant improvements in the cooperative's administrative management. Previously, we often struggled with documentation and communication between administrators, but now with Co-Leadership (Co-LEAD) and BCT, we are quicker to respond to administrative issues and more proactive in finding solutions. The process has become more organized, and we all feel more responsible for the smooth operation of the cooperative."

Third, the results of the interview with KPRI Handayani:

Chairperson of KPRI Handayani:

"The implementation of Co-Leadership (Co-LEAD) and BCT at KPRI Handayani has had a significant impact on our team's performance. I feel lighter in carrying out my duties, because we now work as a solid team. Decisions are more inclusive, and all parties are involved in the process. This creates a strong sense of belonging among members, and they are more active in participating in every cooperative activity."

KPRI Treasurer Handayani:

"I believe the implementation of BCT has made each member more disciplined and responsible for the cooperative's finances. As treasurer, this has made it easier for me to prepare financial reports and manage cooperative funds more clearly and transparently. Furthermore, we have become more efficient in planning our budget for the cooperative's future development."

Secretary of KPRI Handayani:

"The implementation of BCT has also had a positive impact on my role as secretary. We are now more open in discussing and resolving various administrative issues. The decision-making process has become more inclusive, involving all parties, which makes cooperative members feel more valued. Furthermore, cooperation among administrators has strengthened, and we can work more efficiently in implementing each cooperative program."

Overall, the results of interviews with the chairperson, treasurer, and secretary of the three cooperatives showed that the implementation of the Co-Leadership model (Co-LEAD) BCT-based cooperatives have had positive impacts in various aspects, such as decision-making, financial transparency, and administrative efficiency. Collaboration between management and members has increased, with a clearer and more supportive division of tasks. This model not only improves overall organizational performance but also strengthens a sense of responsibility and ownership among cooperative members.

Positive impacts of implementing Co-Leadership (Co-LEAD) The impact of BCT-based leadership on cooperative team performance and collaboration is highly visible in the three cooperatives in Lamongan Regency. Increased collaboration between cooperative administrators and members is directly proportional to increased operational effectiveness and cooperative target achievement. Mathieu et al. (2022) explain that effective collaborative leadership can increase team productivity and strengthen an organization's ability to adapt to change. In both cooperatives, increased coordination and synergy among members led to better outcomes in achieving shared goals.

Previous research that supports this finding includes a study by (Williams & Walker, 2023) which showed that the implementation of Co-Leadership (Co-LEAD) Cooperatives can improve team collaboration and operational effectiveness. Furthermore, research by Hwang et al. (2023) also revealed that BCT can strengthen interpersonal relationships and communication skills among team members, which in turn improves overall team performance. Another study by Setiawan & Yuliana (2025) emphasized that developing behavioral competencies, such as decision-making and conflict resolution skills, plays a key role in the success of the Co-Leadership model. (Co-LEAD) , especially in community-based organizations such as cooperatives.

Based on the results of interviews and support from previous research, it can be concluded that the implementation of Co-Leadership (Co-LEAD) A BCT-based cooperative model in Lamongan Regency has had a significant impact on team performance and collaboration. This model not only improves decision-making but also strengthens relationships among members, increases transparency, and promotes efficiency in cooperative operations.

3.4. Discussion

This study examines the application of the Co-Leadership (Co-LEAD) model based on Behavioral Competence Transformation (BCT) to improve team performance and collaboration in cooperatives in Lamongan Regency. This study uses a qualitative, interpretive approach, focusing on three cooperatives: KUD Minatani, KUD Tani Mulyo, and KPRI Handayani.

Co-Leadership (Co-LEAD) model distributes leadership roles among several individuals within a team, enabling more collaborative decision-making and shared responsibility. This strengthens coordination, communication, and member participation in every organizational decision. In practice, this model increases

member involvement in strategic decision-making, accelerates response to cooperative member needs, and improves transparency and efficiency in financial and administrative management.

Findings from interviews with cooperative administrators indicate a significant shift in the division of leadership roles. Previously, decision-making tended to be centered on the chairperson, but with the Co-LEAD model, decisions now involve the entire board. At KUD Minatani, for example, the chairperson, treasurer, and secretary have become more involved in planning and managing the cooperative's budget. The treasurer and secretary feel valued because their opinions are considered in decision-making, which increases transparency and member trust in the cooperative's management.

Furthermore, the implementation of BCT plays a significant role in improving the behavioral competency of cooperative administrators. BCT focuses on developing interpersonal skills, fostering more collaborative decision-making, and enhancing conflict resolution skills. BCT training helps administrators communicate more openly and collaborate to resolve existing problems. Interviews indicate that cooperative members are now more confident in providing input and resolving differences of opinion, which previously posed obstacles to cooperative management.

The results of this study are consistent with previous research showing that role-sharing leadership, or co-leadership, is positively associated with improved team performance. For example, research by Mathieu et al. (2022) found that a role-sharing leadership model can improve coordination, communication, and decision-making effectiveness within teams. This is also supported by research by Goleman and Boyatzis (2023), which states that BCT significantly contributes to changes in leadership behavior and improved team performance in organizations.

However, while Co-LEAD offers numerous benefits, implementation challenges remain, particularly related to an organizational culture that still tends to rely on the decisions of a single individual, the cooperative leader. The process of shifting leadership from an authoritarian to a more collaborative model requires significant time and effort.

Overall, this study shows that the BCT-based Co-Leadership model has a positive impact on the performance and collaboration of cooperative teams in Lamongan Regency. The more equitable distribution of leadership roles, increased member involvement in decision-making, and strengthening of cooperative members' behavioral competencies through BCT contribute to increased efficiency, transparency, and effectiveness of cooperative operations.

4. CONCLUSION

This study shows that the implementation of the Co-Leadership (Co-LEAD) model based on Behavioral Competence Transformation (BCT) has a significant impact on improving the performance and collaboration of cooperative teams in Lamongan Regency. The transformation from centralized to collaborative leadership encourages increased management participation, communication quality, and a more equitable distribution of roles. Furthermore, strengthening behavioral competencies through BCT has been shown to increase transparency, operational efficiency, and a sense of collective ownership and responsibility within cooperative organizations.

In terms of policy implications, these findings demonstrate the importance of integrating collaborative leadership approaches and behavioral competency development into cooperative development programs in Indonesia. Therefore, the government, particularly the Ministry of Cooperatives and SMEs, is advised to develop training programs based on Co-Leadership and BCT as part of a strategy to increase the capacity of cooperative administrators. Furthermore, cooperative strengthening policies need to encourage a more participatory, transparent, and collaborative governance system, for example through collective leadership operational guidelines and team-based performance evaluation mechanisms.

In terms of practical implications, this study provides concrete recommendations for cooperative managers and administrators, including: (1) implementing a structured division of leadership roles in strategic decision-making, (2) developing an inclusive regular communication forum to improve team coordination, (3) integrating behavioral competency training (such as communication, conflict resolution, and collective decision-making) in organizational management, and (4) strengthening financial and administrative transparency systems to increase member trust.

In terms of implications for future research, this study opens up opportunities for further research development, such as: (1) quantitative testing of the BCT-based Co-LEAD model to measure its influence on organizational performance more broadly, (2) expanding the research context to other organizational sectors or different regions to increase the generalizability of the findings, and (3) exploring the relationship between behavioral-based collaborative leadership and other variables, such as member welfare, organizational innovation, and cooperative resilience in facing economic dynamics.

Overall, this research not only enriches the literature on behavior-based collaborative leadership, but also offers a practical and strategic framework in strengthening adaptive, participatory, and sustainable cooperative governance in Indonesia.

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