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# The Influence of Participative Leadership on Cooperative Member Loyalty: The Mediating Role of Helping Behaviour and Trust in Leaders

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Participative Leadership; Member Loyalty; Helping Behaviour; Trust in Leaders

**Abstract**

This study examines the influence of participative leadership style on cooperative member loyalty with trust in leaders and helping behavior as mediating variables. Using a quantitative explanatory design, data were collected from 217 respondents representing groups of the Setia Bhakti Wanita Cooperative in Surabaya. Data analysis was conducted with Structural Equation Modeling (SEM) using SmartPLS 3. The results show that participative leadership has a significant positive effect on trust in leaders, helping behavior, and member loyalty. Helping behavior was also found to significantly mediate the relationship between participative leadership and loyalty, while trust in leaders did not play a significant mediating role. These findings highlight that loyalty is better fostered through collective prosocial actions rather than solely relying on trust in leaders. Practically, cooperative leaders are encouraged to apply participative leadership that emphasizes member involvement in decision-making, open communication, and a culture of mutual assistance to build sustainable loyalty. Future research is recommended to expand the object of study across different cooperative contexts and include other mediating variables such as member satisfaction or organizational commitment to enrich the understanding of member loyalty.

**Kata Kunci:**
Kepemimpinan Partisipatif; Loyalitas Anggota; Perilaku Membantu; Kepercayaan terhadap Pemimpin

**Abstrak**

Penelitian ini mengkaji pengaruh gaya kepemimpinan partisipatif terhadap loyalitas anggota koperasi dengan kepercayaan terhadap pemimpin dan perilaku membantu sebagai variabel mediasi. Menggunakan desain kuantitatif eksplanatori, data dikumpulkan dari 217 responden yang mewakili kelompok Koperasi Setia Bhakti Wanita di Surabaya. Analisis data dilakukan dengan Structural Equation Modeling (SEM) menggunakan SmartPLS 3. Hasil menunjukkan bahwa kepemimpinan partisipatif memiliki pengaruh positif yang signifikan terhadap kepercayaan terhadap pemimpin, perilaku membantu, dan loyalitas anggota. Perilaku membantu juga ditemukan secara signifikan memediasi hubungan antara kepemimpinan partisipatif dan loyalitas, sementara kepercayaan terhadap pemimpin tidak memainkan peran mediasi yang signifikan. Temuan ini menyoroti bahwa loyalitas lebih baik ditumbuhkan melalui tindakan prosocial kolektif daripada hanya mengandalkan kepercayaan terhadap pemimpin. Secara praktis, pemimpin koperasi didorong untuk menerapkan kepemimpinan partisipatif yang menekankan keterlibatan anggota dalam pengambilan keputusan, komunikasi terbuka, dan budaya saling membantu untuk membangun loyalitas yang berkelanjutan. Penelitian lebih lanjut disarankan untuk memperluas objek studi ke berbagai konteks koperasi dan memasukkan variabel perantara lain seperti kepuasan anggota atau komitmen organisasi untuk memperkaya pemahaman tentang loyalitas anggota.

## INTRODUCTION

A cooperative is a joint business entity whose main objective is to improve the welfare of its members (Indonesian Minister of Cooperatives and Small and Medium Enterprises, 1992), and this objective can be achieved if there is good cooperation among all members. Cooperatives are one of the pillars of Indonesia's national economy, so the Indonesian government strongly supports their development. The SBW Surabaya Cooperative is one of the largest cooperatives in the city of Surabaya, with more than 10,000 members divided into 473 heterogeneous groups, each led by a group leader. Each group plays a role in the success of the cooperative, so all groups are expected to perform well. A good group is one in which all members play an active role in all cooperative activities and there are no bad debts. However, the results of the previous focus group discussion (FGD) stated that there were several groups that had experienced members who defaulted on payments or had bad debts, so the group members had to bear the burden.

As group leaders, they are obliged to find solutions so that members have the responsibility to pay their obligations by continuously motivating members. Previous research has shown that members with high loyalty will comply with all regulations and are committed to paying their obligations, and that a participatory leadership style influences an increase in member loyalty. Therefore, if you want to increase member loyalty, the group leader must have a participatory leadership style. In previous studies, a participatory leadership style has been proven to contribute to increased motivation, loyalty, and employee engagement (Lidea Ayu Permatasari & Sutarto Wijono, 2025). Participative leadership style is a way to express trust and credibility so that it can motivate members or subordinates to be actively involved in every decision (Kogoya et al., 2023). In addition, the participatory leadership style shows several conceptualizations, including delegation, joint decision-making, and determined participation. Furthermore, participatory leaders motivate their employees to develop learning through information acquisition, sharing, connecting, and seeking new opportunities (Khassawneh & Elrehail, 2022).

Effective leadership can influence various dimensions within an organization, including member motivation, their involvement in activities, and ultimately, loyalty to the organization. Trust is often considered a significant mediating element in the relationship between leadership style and various organizational outcomes, including performance and loyalty (Tahir, 2025). Employee trust in their leaders is the main foundation for creating loyalty (Supangat et al., 2025). Previous research results state that trust influences member loyalty (Miswanto & Sirait, 2022). This study aims to examine the relationship between participatory leadership style and increased member loyalty mediated by trust in leaders and helping behavior in the SBW Surabaya cooperative. This study has the following novelties: 1. This study was conducted on groups that are members of a cooperative, where both the group leaders and members are not employees and their membership is voluntary. 2. It integrates social exchange theory to understand the dynamics of leadership and the behavior of cooperative members to increase member loyalty.

SET explains that good deeds performed by exchange partners (i.e., leaders) make the other party (i.e., subordinates) feel obligated to reciprocate with positive behavior (Gouldner,

1960). Individuals who view their leaders as good role models tend to feel obligated to their leadership and show greater interest in the work assigned to them (Usman et al., 2021). When leaders have built high-quality relationships with their employees, those employees tend to show better development in the workplace, OCB, and other positive outcomes (Organ, 1990; Chan, 2019; Usman et al., 2021).H1: Write the formulated hypothesis

Participative leadership is described as an action that empowers employees and offers them the prospect of being involved in the decision-making process independently (Lu et al., 2015). A participatory leader stimulates motivation by involving employees in the decision-making process (Kahai et al., 1997; Somech, 2003); this involvement makes them feel that the leader values their ideas and suggestions. As a result, the autonomy in sharing ideas and the low control of a participatory leader intrinsically motivate followers to exhibit more helping behaviors (Sagnek, 2016). Participative leadership involves leaders in decision-making by actively inviting team members to contribute, develop ideas, and achieve common goals (Robbins & Judge, 2021; Northouse, 2021), and Yukl (2021) emphasizes that this leadership gives team members the freedom to provide input before important decisions are made.

Trust in leadership is a fundamental aspect that significantly influences overall organizational performance, loyalty, and effectiveness. A number of studies have examined the role of trust as a mediating variable that reinforces the positive effects of leadership style on various organizational outcomes. Tahir (2025) asserts that even in the context of authoritarian or tyrannical leadership, trust in leaders can mitigate negative impacts and improve performance and loyalty. This shows that trust functions as a buffer in various leadership contexts. In line with this, Fahlevi SI & Affandi (2019) and Belay (2022) highlight participatory leadership and find that trust mediates the relationship between leaders and followers, which ultimately improves performance and loyalty. Their findings show that employee involvement in the decision-making process fosters trust, which in turn strengthens organizational commitment. Furthermore, Kuncoro and Prasojo (2023) emphasize that trust, along with satisfaction, directly influences the loyalty of members in cooperative organizations. They argue that trust in leaders shapes members' perceptions and ongoing commitment to the organization. Sutrisno, Dwi Cahyono (2017) also reinforce this conclusion by showing that trust, combined with service quality and organizational image, positively affects member satisfaction and loyalty.

Helping behavior is defined as an individual's voluntary action to help coworkers solve task-related problems or provide emotional support without coercion or formal rewards (Misir, 2019). This behavior is an important part of organizational citizenship behavior (OCB) that contributes to team harmony and effectiveness as well as the achievement of organizational goals (Misir, 2019). Helping behavior encompasses two main dimensions, namely proactive behavior that arises on one's own initiative to help others, and reactive behavior that is a response to requests for help (Duan et al., 2018). These two forms have different impacts on employee well-being, where proactive behavior generally improves well-being, while reactive behavior sometimes causes emotional burdens. Factors influencing helping behavior originate not only from individual characteristics but also from the organizational environment, particularly leadership style. Inclusive leadership, which shows concern, support, and

recognition for employees, has been shown to increase helping behavior through social motivation and social learning mechanisms (Qasim et al., 2022). Through inclusive interactions, employees are encouraged to imitate and spread this prosocial behavior, creating a supportive work environment.

Loyalty is the devotion, dedication, and trust given or directed toward a person or institution, which includes a sense of love and responsibility to strive to provide the best service and behavior (Hariyanti, 2022). Loyal members are an important asset for cooperatives. Loyalty in cooperatives shapes the development of the cooperative itself, which can be seen from the activity of members in directly participating in the cooperative's progress (Miswanto & Sirait, 2022).

Participative leadership encompasses practices where members/workers or cooperative members are included in the decision-making process, have room to voice their opinions, and feel that their influence is valued by the leader. A study by Khassawneh & Elrehail (2022) found that a participative leadership style positively influences employee loyalty within an organisation, although its impact can be affected by the level of complexity of the rules/regulations in place within that organisation. Trust in a leader is the belief that the leader will behave fairly, be trustworthy, and possess integrity and competence recognised by the members. In the literature, the Leader-Member Exchange (LMX) mechanism is strongly linked to trust: a mutually open and respectful relationship between followers and leaders tends to foster high levels of trust. The study "Voice Behaviours within Cooperatives." by Mori & Cavaliere (2024) shows that relational aspects of leadership, including trust, play an important role in building cooperative member loyalty through integrative mechanisms (Fahlevi SI & Affandi, 2019; Wang et al., 2022).

H1: The Influence of Participative Leadership on Trust in Leaders

H2: The Influence of Participative Leadership on Helping Behaviour

Participative leadership emphasises member involvement in the decision-making process, two-way communication, and recognition of members' ideas. This model is believed to be capable of enhancing the sense of belonging while also strengthening the emotional bond between leaders and organisational members. Recent research indicates that participatory leadership significantly influences organisational loyalty by fostering a climate of fairness, openness, and trust (Khassawneh & Elrehail, 2022; Wang et al., 2022). In the context of cooperatives, a participatory leadership style motivates members to become more engaged, contribute actively, and remain loyal members. Member trust in leaders includes the belief that leaders possess integrity, competence, and good intentions in managing the organisation. This trust serves as the foundation for healthy social relationships within the organisation. Recent studies confirm that trust in leaders contributes to increased commitment, engagement, and loyalty of members towards the organisation (Adeeyo et al., 2016). In a cooperative, when members trust the leader, they will feel safe, be motivated to participate, and have a strong drive to remain loyal to the cooperative. Helping behaviour, as part of organisational citizenship behaviour (OCB), reflects members' willingness to voluntarily help each other without direct reward. This behaviour fosters a supportive atmosphere, enhances solidarity, and strengthens social bonds within the group. Recent research proves that helping behaviour in the context of

cooperatives contributes to increased member loyalty, as helping behaviour strengthens interpersonal relationships and a sense of belonging to the organisation (Mori & Cavaliere, 2024; Santos et al., 2023; Unanue et al., 2021). Thus, the higher the helping behaviour exhibited by members, the greater the likelihood they will demonstrate loyalty.H3: Participative leadership has a positive and significant effect on cooperative member loyalty.
H4: Trust in leaders has a positive and significant effect on cooperative member loyalty.
H5: Helping behaviour has a positive and significant effect on cooperative member loyalty.

Participative leadership is characterised by member involvement in decision-making, open communication, and recognition of individual contributions, thereby fostering trust in the leader. This trust acts as a mediator, strengthening the influence of participatory leadership on member loyalty, as members who trust their leader tend to show long-term commitment and loyalty (How Does Trust in Leader Influence Organisational Commitment?, 2023). Additionally, participatory leadership also encourages the emergence of helping behaviour or mutual assistance among members as a form of organisational citizenship behaviour . This behaviour serves as a mediating variable that strengthens the relationship between participatory leadership and loyalty, as members accustomed to helping each other feel more connected to the cooperative and become increasingly loyal to the (Mori & Cavaliere, 2024; Santos et al., 2023; Unanue et al., 2021).
H6: The Effect of Participative Leadership on Increasing Cooperative Member Loyalty Mediated by Trust in Leader
H7: The Effect of Participative Leadership on Increasing Cooperative Member Loyalty Mediated by Helping Behavior

## METHOD

This study uses a quantitative approach with an explanatory research type and a Partial Least Square (PLS)-based Structural Equation Modeling (SEM) model. This approach was chosen because of its ability to analyze complex relationships between latent variables, both directly and indirectly, as well as its flexibility in handling data with abnormal distribution (Hair Jr. et al., 2021a). PLS is particularly suitable for research with limited sample sizes. The population in this study consisted of 10,543 members of the Setia Bhakti Wanita (SBW) cooperative in Surabaya, divided into 473 groups. Due to the large population size, the sample was determined based on the number of groups and using the Slovin formula with a margin of error of 5%, resulting in 217 groups, with each group represented by one member. The sample was selected using purposive sampling based on specific criteria. Purposive sampling was used, which involves determining the sample by specifying specific characteristics that are in line with the research objectives so that it is expected to answer the research questions. The criteria determined for the groups and respondents used as samples were as follows: the group had been formed for at least 1 year and the respondent's membership age was at least 1 year, referring to a previous study conducted by (Seibert, Silver, & Randolph, 2004).

The analysis in this study includes an evaluation of the external model and internal model. The external model assessment ensures the validity and reliability of the research construct by evaluating convergent validity through factor loading (>0.7) and AVE values

(≥0.5), as well as discriminant validity using the Fornell-Larcker criteria, where the AVE square root must exceed the correlation between constructs. Construct reliability was tested using Composite Reliability (CR) and Cronbach's Alpha with a value of ≥0.7 to confirm the internal consistency of the indicators (Hair Jr. et al., 2021b). Model assessment aimed to evaluate the strength of the relationship between latent variables using the R-Square ($R^2$) value, which was categorized as strong (>0.67), moderate (0.33–0.67), or weak (<0.33), along with Q-Square Predictive Relevance to assess the predictive relevance of the model ($Q^2>0$). Significance testing was performed through path coefficients using the bootstrapping method to obtain t-statistics (>1.96) and p-values (<0.05). Mediation analysis was conducted to verify the role of intervening variables in mediating the relationship between independent and dependent variables. A combination of external and internal model evaluations ensured that the research model was valid, reliable, and capable of explaining the relationship between variables empirically (Hair Jr. et al., 2021c). All analysis processes were conducted using SmartPLS software

## RESULT AND DISCUSSION

### RESULT

Based on the results of the respondent characteristics analysis, it appears that the majority of respondents have been members for 6–10 years, namely 74 people (34.1%), followed by members who have been members for 1–5 years, namely 66 people (30.4%). Meanwhile, respondents with 11–20 years of membership numbered 54 people (24.9%), and only 23 people (10.6%) had been members for more than 20 years. These results show that most respondents were members who had been with the group for a relatively long time, so it can be assumed that they had a good understanding of the group's activities and dynamics.

Table 1.
Respondent Characteristics

| Characteristic | Classification | Number | Percentage |
|---|---|---|---|
| Length of Membership | 1-5 years | 66 | 30,4 |
| | 6-10 years | 74 | 34,1 |
| | 11-20 years | 54 | 24,9 |
| | Over 20 years | 23 | 10,6 |
| Age | 20-30 years | 8 | 3,7 |
| | 31-40 years | 34 | 15,7 |
| | 41-50 years | 89 | 41,0 |
| | 51-60 years | 69 | 31,8 |
| | Over 60 years | 17 | 7,8 |

In terms of age, respondents were dominated by those aged 41–50 years, totaling 89 people (41.0%), followed by respondents aged 51–60 years, totaling 69 people (31.8%). Then, there were 34 respondents (15.7%) aged 31–40 years, and only a small number aged 20–30 years, namely 8 respondents (3.7%). There were 17 respondents (7.8%) aged over 60. This

indicates that most respondents were of middle-aged to elderly productive age, who tend to have more mature experience in carrying out membership activities.

Table 2.
Convergent validity

| Statement Items | Helping Behavior (X3) | Participative Leadership (X1) | Increased Loyalty (Y) | Trust in Leader (X2) |
|---|---|---|---|---|
| X1.1 | | 0.878 | | |
| X1.2 | | 0.922 | | |
| X1.3 | | 0.907 | | |
| X1.4 | | 0.865 | | |
| X2.1 | | | | 0.792 |
| X2.10 | | | | 0.904 |
| X2.2 | | | | 0.831 |
| X2.3 | | | | 0.858 |
| X2.4 | | | | 0.838 |
| X2.5 | | | | 0.900 |
| X2.6 | | | | 0.816 |
| X2.7 | | | | 0.855 |
| X2.8 | | | | 0.829 |
| X2.9 | | | | 0.860 |
| X3.1 | 0.813 | | | |
| X3.2 | 0.807 | | | |
| X3.3 | 0.783 | | | |
| X3.4 | 0.862 | | | |
| X3.5 | 0.727 | | | |
| Y1.1 | | | 0.812 | |
| Y1.2 | | | 0.842 | |
| Y1.3 | | | 0.702 | |
| Y1.4 | | | 0.761 | |
| Y1.5 | | | 0.822 | |
| Y1.6 | | | 0.809 | |
| Y1.7 | | | 0.703 | |

Based on the results of data processing using SmartPLS presented in Table 2, all indicators of each research variable have met the convergent validity criteria. This is indicated by the outer loading value of each indicator being above 0.70, including. Thus, it can be concluded that all indicators in this study are convergent valid and therefore suitable for further analysis.

Table 3.
Discriminant Validity

| Variable | Helping Behavior (X3) | Participative Leadership (X1) | Increased Loyalty (Y) | Trust in Leader (X2) |
|---|---|---|---|---|
| Helping behavior (X3) | 0.799 | | | |
| Participative leadership (X1) | 0.342 | 0.893 | | |
| Increased Loyalty (Y) | 0.569 | 0.579 | 0.781 | |
| Trust in leader (X2) | 0.368 | 0.871 | 0.574 | 0.849 |

The Heterotrait–Monotrait Ratio (HTMT) was used to evaluate discriminant validity. Compared to cross loading and the Fornell-Larcker criterion, this approach is thought to be more reliable. All of the HTMT values are below the suggested cutoff of 0.90, according to the results in Table 3. With a still respectable correlation of 0.871, the strongest relationship is between Participative Leadership (X1) and Trust in Leader (X2). Therefore, it may be said that each variable is empirically unique and that discriminant validity is attained for all notions.

Table 4.
Average Variance Extracted (AVE)

| Variable | Average Variance Extracted (AVE) |
|---|---|
| Participative leadership (X1) | 0.798 |
| Trust in leader (X2) | 0.721 |
| Helping behavior (X3) | 0.639 |
| Increased Loyalty (Y) | 0.609 |

The AVE value serves to determine the extent to which indicators in a construct are able to explain the latent variables they represent. The criterion used is that the AVE value must be greater than 0.50, which means that more than half of the indicator diversity can be explained by the construct (Ghozali & Latan, 2015). All constructs have AVE values above the 0.50 threshold. This indicates that the indicators used in the study are able to represent latent variables well, so they can be considered valid for use in analysis.

Table 5.
Composite Realbility Value

| Variable | Composite Reliability |
|---|---|
| Participative leadership (X1) | 0.940 |

| | |
|---|---|
| Trust in leader (X2) | 0.963 |
| Helping behavior (X3) | 0.898 |
| Increased Loyalty (Y) | 0.916 |

Table 6.
Cronbach's Alpha Value

| Variable | Cronbach's Alpha |
|---|---|
| Participative leadership (X1) | 0.915 |
| Trust in leader (X2) | 0.957 |
| Helping behavior (X3) | 0.859 |
| Increased Loyalty (Y) | 0.892 |

Based on the calculation results, construct X1 has a Cronbach's Alpha of 0.915, construct X2 has 0.950, construct X3 has 0.859, and construct Y has 0.892. All of these values are higher than the minimum required limit, so it can be concluded that all constructs have good reliability. This means that the indicators used are consistent in measuring latent variables.

**Evaluation of the Inner Model (Structural Model)**

The results of data processing using SmartPLS produced a structural model as shown in the following figure:

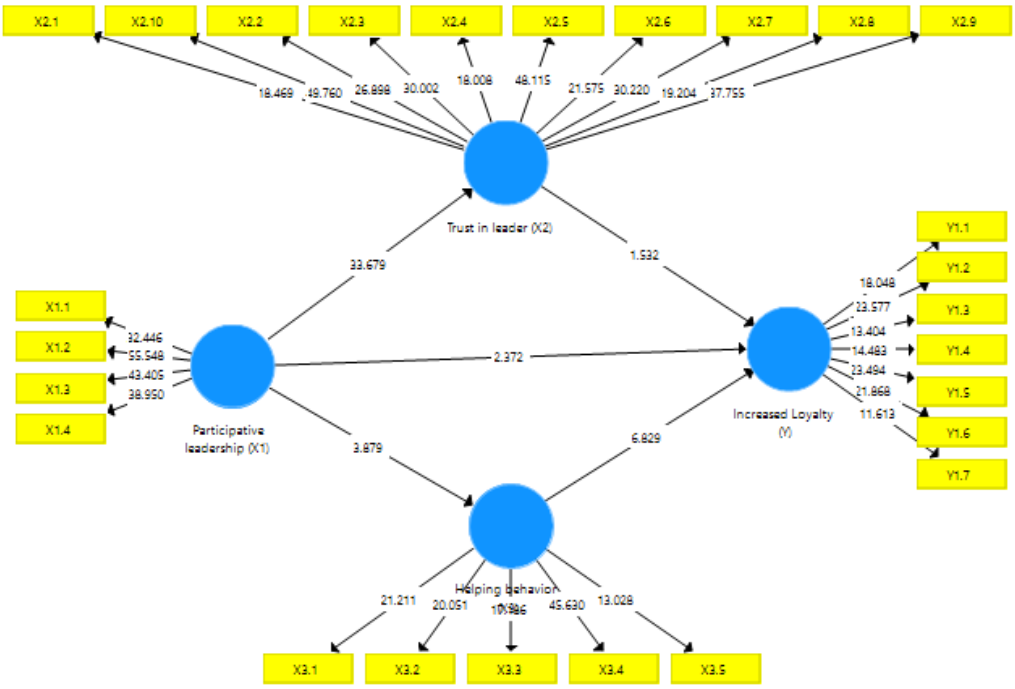



Figure 1. Research Model

Based on Figure 1, it can be seen that the structural model shows the direction of the relationship between latent variables in accordance with the conceptual framework of the study. The $R^2$ value for each endogenous variable, as well as the path coefficients listed for each

relationship, form the basis for evaluating the strength and significance of the influence between variables. Furthermore, the results of the inner model evaluation will be explained in detail through a discussion of the $R^2$ value, path coefficient test, and the mediating role of variables.

Table 7.
R Square

| Variable | R Square | R Square Adjusted |
|---|---|---|
| Helping behavior (X3) | 0.117 | 0.113 |
| Increased Loyalty (Y) | 0.498 | 0.491 |
| Trust in leader (X2) | 0.759 | 0.757 |

The analysis results show that the Trust in Leader variable (X2) has the strongest predictive power with an $R^2$ value of 0.759, meaning that 75.9% of the variation can be explained by X1. The Adjusted $R^2$ value of 0.757 confirms the stability of the model. Meanwhile, the Loyalty Improvement (Y) variable has an $R^2$ value of 0.498, which is in the moderate category, indicating that almost half of the variation in loyalty can be explained by X2 and X3. Helping Behavior (X3) only has an $R^2$ value of 0.117, so its role in explaining the variation is relatively weak. Thus, Trust in Leader is proven to be the dominant predictor in this model.

**Direct Effect Hypothesis**

Table 8.
Direct Effect Hypothesis

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| Participative leadership (X1) -> Trust in leader (X2) | 0.871 | 0.870 | 0.024 | 36.055 | 0.000 |
| Participative leadership (X1) -> Helping behavior (X3) | 0.342 | 0.347 | 0.084 | 4.059 | 0.000 |
| Participative leadership (X1) -> Increased Loyalty (Y) | 0.291 | 0.292 | 0.110 | 2.652 | 0.008 |
| Trust in leader (X2) -> Increased Loyalty (Y) | 0.170 | 0.169 | 0.106 | 1.610 | 0.108 |
| Helping behavior (X3) -> Increased Loyalty (Y) | 0.407 | 0.405 | 0.064 | 6.401 | 0.000 |

Based on the results of bootstrapping analysis on the structural model, it was found that Participative Leadership (X1) has a significant effect on Trust in Leader (X2), with a coefficient of 0.871, t-statistic of 36.637 (>1.96), and p-value of 0.000. This finding confirms that the higher the level of participatory leadership, the stronger the members' trust in the leader. Furthermore, X1 was also found to have a significant effect on Helping Behavior (X3), with a coefficient of 0.342, t-statistic of 4.106, and p-value of 0.000, indicating that participatory leadership can encourage prosocial behavior among members. Moreover, X1 significantly affects Increased Loyalty (Y), with a coefficient of 0.291, a t-statistic of 2.269, and a p-value of 0.009. This means that a participatory leadership style not only builds trust and prosocial behavior but also directly increases member loyalty. Conversely, the relationship between X2 and Y is not significant (coefficient 0.170; t-statistic 1.593; p-value 0.112), indicating that trust

in leaders is not strong enough to increase member loyalty without going through other variables. On the other hand, Helping Behavior (X3) has a positive and significant effect on Y, with a coefficient of 0.407, t-statistic of 6.778, and p-value of 0.000. Thus, X3 is a key factor in strengthening member loyalty. Overall, these results show that most of the research hypotheses are accepted, except for the statistically insignificant path X2 on Y.

**Indirect Effect Hypothesis**

Table 9.
Indirect Effect Hypothesis

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| Participative leadership (X1) -> Helping behavior (X3) -> Increased Loyalty (Y) | 0.139 | 0.140 | 0.039 | 3.534 | 0.000 |
| Participative leadership (X1) -> Trust in leader (X2) -> Increased Loyalty (Y) | 0.148 | 0.147 | 0.092 | 1.612 | 0.108 |

The results of the analysis in Table 9 show the indirect effect of the variables in the research model. Participative leadership (X1) was found to have a significant indirect effect on increasing loyalty (Y) through helping behavior (X3), with a coefficient value of 0.139, t-statistic of 3.578 (>1.96), and p-value of 0.000. This finding shows that an increase in participative leadership can encourage helping behavior, which in turn increases loyalty. Conversely, the indirect effect of participative leadership (X1) through trust in leader (X2) on increasing loyalty (Y) was not significant, with a coefficient value of 0.148, t-statistic of 1.589 (<1.96), and p-value of 0.113. These results indicate that trust in leaders does not contribute significantly as a mediator in the relationship between participative leadership and loyalty.

## DISCUSSION

### The Effect of Participative Leadership on Trust in Leaders

The analysis results show that participatory leadership has a positive and significant influence on trust in leaders. This finding indicates that the higher the leader's involvement in the decision-making process, openness, and two-way communication, the greater the members' trust in their leader. This result is supported by previous research. Wang et al. (2022) in Frontiers in Psychology assert that participatory leadership can enhance member engagement and trust through empowerment and collaboration practices. Additionally, local research by Fahlevi SI & Affandi (2019b) indicates that a participatory leadership style increases organisational trust in government institutions, implying that a participatory leadership style is also capable of building trust at the organisational level. A study by Supeno & Ali Audah (2019) on intern students found a similar mechanism, namely that participatory leadership builds organisational trust, which then positively impacts performance. While highlighting the organisational trust dimension, the findings show a consistent pattern that participatory leadership strengthens trust, which ultimately supports positive performance and behaviour within the organisation.

**The Influence of Participative Leadership on Helping Behavior**

The analysis results indicate that Participative Leadership positively and significantly influences Helping Behavior. This means that when leaders actively involve members in decision-making, encourage participation, and maintain two-way communication, members become more motivated to engage in helpful actions within the cooperative. Conceptually, this can be understood through psychological mechanisms where participative leadership fosters appreciation and recognition, making members feel a shared responsibility for the organization's continuity. This sense of responsibility encourages voluntary prosocial behaviors, such as supporting others, helping fellow members, and collaborating to solve problems. Helping behavior thus arises from a sense of belonging and solidarity rather than from formal obligation. This aligns with Social Exchange Theory (Delamater, 2006), which proposes that social relationships are grounded in reciprocity. When leaders provide opportunities for participation and treat members fairly, members reciprocate with positive behaviors like helping. The empirical evidence in this study supports this theory by demonstrating a significant direct influence of participative leadership on helping behavior.

**The Effect of Participative Leadership on Increasing Cooperative Member Loyalty**

The results indicate that Participative Leadership positively and significantly affects Member Loyalty. This suggests that the more a cooperative applies a participatory leadership style, characterized by member involvement in decision-making, openness, and two-way communication, the higher the members' loyalty to the organization. These findings align with previous research. Wahyuni et al. (2021) found that participative leadership significantly influences employee loyalty in the education sector. Similarly, Rutinaias Haholongan et al. (2024) confirmed that participatory leadership boosts organizational loyalty through member involvement in management. Overall, these results strengthen the evidence that participative leadership is a key factor in fostering member loyalty across various sectors, including education, business, and cooperatives.

**The Effect of Trust in Leaders on Increasing Member Loyalty in Cooperatives**

The analysis shows that Trust in Leaders does not have a significant direct effect on Increasing Member Loyalty. This means that higher trust in leaders alone does not necessarily lead to greater member loyalty in cooperatives. Practically, member loyalty seems to be more strongly influenced by other factors such as service quality, economic benefits, satisfaction with transactions, or behaviors like helping among members, rather than trust in leaders by itself. Therefore, cooperative administrators should continue to maintain trust in leadership but prioritize resources toward enhancing operational services and programs that directly improve member satisfaction to effectively boost loyalty.

**The Effect of Helping Behavior on Increasing Cooperative Member Loyalty**

The results indicate that helping behavior has a positive and significant effect on member loyalty. This suggests that the greater the helping behavior among members, the stronger their loyalty to the cooperative. This finding aligns with Suwangsih's (2020) research, which shows that helping behavior can be nurtured through a system of mutual responsibility and integrated into organizational culture, strengthening solidarity and a sense of belonging. Additionally, Etikariena & Artha (2020) highlight that workplace empathy training fosters

empathic concern, which promotes voluntary helping behavior. Together, these studies reinforce that helping behavior is a crucial social mechanism that fosters a collaborative climate, deepens emotional attachment, and enhances long-term member loyalty within organizations.

**The Effect of Participative Leadership on Increasing Cooperative Member Loyalty Mediated by Trust in Leader**

The analysis shows that trust in leaders does not significantly mediate the relationship between participative leadership and member loyalty in cooperatives. Although participative leadership can build trust, this trust alone is not sufficient to increase member loyalty. This finding contrasts with earlier studies, such as Erdurmazlı & Kalkın (2023), which highlight trust as a significant mediator in leader-member relationships affecting turnover intention. However, in the cooperative context, member loyalty is more strongly influenced by practical factors like satisfaction with economic benefits, service quality, and social interactions among members. Academically, this insight expands the understanding that the role of trust as a mediator depends on organizational context. While trust is crucial in corporate or service sectors, loyalty in cooperatives is more closely tied to functional benefits and a shared sense of community.

**The Effect of Participative Leadership on Increasing Cooperative Member Loyalty Mediated by Helping Behavior**

Although Trust in Leader does not mediate the effect of Participative Leadership on member loyalty, Helping Behavior emerges as a significant alternative mediator. Helping Behavior reflects actual interactions among members in daily organizational activities, making it a more direct and tangible pathway. The analysis shows that Helping Behavior effectively mediates the relationship between Participative Leadership and member loyalty. A participative leadership style that involves members in decision-making, encourages open communication, and appreciates members fosters mutual helping behavior. This prosocial behavior builds a sense of togetherness and emotional bonds, which in turn strengthen loyalty to the cooperative. These findings align with Delamater's (2006) Social Exchange Theory, where fair and participative treatment by leaders motivates members to engage in extra-role behaviors like helping colleagues. This enhances social cohesion and increases members' long-term attachment to the organization. Thus, Helping Behavior is a crucial mechanism that translates Participative Leadership into stronger member loyalty.

## CONCLUSION

The findings of this study demonstrate that participative leadership style significantly influences trust in leaders, helping behavior, and member loyalty within cooperatives. Participative leadership has a direct positive effect on member loyalty, as well as an indirect effect mediated through helping behavior. However, trust in leaders was not found to mediate the relationship between participative leadership and loyalty, suggesting that member loyalty is more strongly shaped by collective and prosocial behaviors than by trust perceptions alone. These results confirm the pivotal role of helping behavior as a mediator that translates participative leadership into enhanced member loyalty. Conversely, although trust in leaders increases with participative leadership, it does not inherently lead to greater loyalty. Therefore, fostering mutual helping behavior among members appears to be a more effective strategy for

building long-term loyalty. For future research, it is recommended to broaden the study to include various types of cooperatives across different regions to improve the generalizability of the findings. Additionally, incorporating other mediating variables such as member satisfaction, organizational commitment, or service quality may provide a more comprehensive understanding of the factors influencing loyalty. Employing a mixed-methods approach that combines quantitative and qualitative data could also offer deeper insights into the psychological and social dynamics underpinning member loyalty. From a practical standpoint, cooperative leaders are encouraged to adopt a participative leadership style that actively involves members in decision-making processes, promotes two-way communication, and cultivates a culture of mutual assistance. Implementing such strategies can strengthen organizational solidarity, enhance member satisfaction, and foster sustainable loyalty within cooperatives.

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