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DEVELOPMENT OF COOPERATIVE INSTITUTIONS IN KALANGANYAR VILLAGE, SEDATI DISTRICT, SIDOARJO DISTRICT

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Abstract

The women's cooperative in Kalanganyar Village, Sedati District, Sidoarjo Regency is currently not running optimally. From the survey results it is known that Cooperatives are financed by the government and before the Pandemic had various activities including Savings and Loans. However, with Covid 19 in 2020, these existing activities stopped. After examining several institutional problems that arise in the Cooperative, namely. Cooperatives do not have effective management, doctrine, programs and extensive cooperation. Cooperatives do not have harmonious communication with the Kelurahan. The solutions offered are. Introducing cooperative institutional development by rearranging management in the organizational structure, jointly agreeing on doctrines and programs and building cooperation. Hold a meeting with the municipality. The goal: revive the existence of the Women's Cooperative. The method used is through socialization, personal approach, deliberation and assistance to the management of the Cooperative and the Kelurahan. Evaluation is carried out by looking at the development of the Women's Cooperative in carrying out its program. The result is that the Women's Cooperative is more open in formulating new management, agreeing on doctrines, programs and cooperation with external parties. The next step is to carry out ongoing assistance and monitoring.

Keywords: Development; Institutions; Cooperatives; Women; Kalanganyar.

History Article

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INTRODUCTION

Kalanganyar is a village located at the eastern tip of Sidoarjo Regency. Geographically, Kalanganyar is a village directly adjacent to the sea. Such environmental conditions also create people's behavior in terms of their profession. However, the people of Kalanganyar are not said to be a fishing village, but they are said to be pond farmers, cultivating a pond and making it their source of life. Such conditions also have a big influence on the area of Kalanganyar village. Almost 2/3 of the area of Kalanganyar village is aquaculture area.

The women's cooperative in Kalanganyar Village, Sedati District, Sidoarjo Regency is currently not running optimally, even though its existence is needed by the community. From the survey results it is known that the Cooperative is funded by the Village government and before the Pandemic had various activities including Savings and Loans, and managing MSMEs processing fish products which were the mainstay of Kalanganyar Village. However, with Covid 19 in 2020, several existing activities were stopped. The savings and loan unit is not running as it should, as is the case with MSME management. Then from an institutional perspective, this cooperative has weaknesses, including:

First, the Cooperative does not yet have a doctrine as a motto that drives its members.

Second, there is no program that is truly the result of a joint decision and is based on existing resources.

Third, the organizational structure has unclear main tasks and functions

Fourth, there aren't any yet cooperation with other institutions both in procuring resources and utilizing products/services produced by the Cooperative.

According to Milton J. Esman (1969), as an effort to achieve strengthening institutional capacity, it must be focused on three levels, namely individual, organizational and system. In the context of the individual level, what is meant is the development of human resources in institutions, with attention given to the professionalism and technical abilities of personnel such as their potential, skills, attitudes,

abilities in job groupings, and the motivation of individuals. In relation to the organizational level, the focus is on management to improve the performance of functions and tasks as seen from the completeness of the structure, suitability of work procedures and mechanisms, clarity of the decision-making process, arrangement of infrastructure, as well as the establishment of relationships and networks internally and externally. Furthermore, in the system context, more emphasis is placed on macro structural arrangements by looking at the work framework, the suitability of regulations with policies, and the reasons supporting policy objectivity in the institution. The three levels above are parameters for measuring the value of strengthening institutional capacity, which means that the higher the value at the individual level, organizational level, towards the system level, the stronger the institution.

In their study, Pooler & Duncan (1967) on "Technical Assistance and Institutional Building: An Empirical Test" showed that the factor that greatly influences institutional success is the level of commitment of donors and recipients which is characterized by continued attention, willingness to provide important resources. and patience.

Meanwhile, Hayami & Ruttan (1971) in "Agricultural Development: An International Perspective" aimed to explain the process of rural institutional renewal which is related to resource potential, technological change and cultural potential. The result is that the cases of rural renewal in the Philippines, Thailand and Argentina show a reciprocal relationship between resource potential, technological change, cultural potential and institutional change itself. This dimension is the key to institutional reform.

Another study was conducted by Cokrowinoto (1987) on "Institutions in the Provincial Regional Development Program (PPWP)" which aimed to identify the determining factors for the success of institutionalizing regional development programs with research locations in 3 provinces, namely: West Sumatra, Central Java and East Java. The result is that credit institutions as part of PPWP are considered institutionalized, namely the District Credit Agency (BKK) in Central Java, Lumbung Pithi Nagari

in West Sumatra and the Small People's Business Credit in East Java, showing management through socio-cultural compatible mechanisms.

Goru's (2008) study regarding "Institutional Development of Non-Governmental Community Development Institutions (LPSM): Case Study of Two NGOs in Kupang City" with the aim of identifying factors that determine the institutional level of LPSM shows that LPSM institutions are determined by 3 variables, namely:

1. LPSM Leadership
2. Resources owned by LPSM
3. Functional links between LPSM and various organizations that provide the resources needed by LPSM and various organizations that use LPSM output.

Finally, Casmiwati (2012) study on "Strengthening Institutions in Kedung Cowek Subdistrict, Bulak District, Surabaya City" found that PAUD, POSYANDU and COOPERATION institutions in Kedung Cowek Subdistrict encountered problems due to the following factors:

1. Domination of leadership by certain people, namely PKK cadres and immigrants, not fishing families who make up the majority of the population there.
2. There are no specific values that have been institutionalized.
3. The vision and mission have been programmed by the government (top down) so that the wishes of the fishing community are not fully accommodated in it.
4. There is no freedom to innovate

Thus, the dimensions that determine the success or failure of an institution are the internal strength of the organization itself such as leadership, resources, values, innovation and so on as well as environmental factors such as the sustainability of the organization that utilizes the institution's output.

In reality, institutional development in the form of women's cooperatives in Kalanganyar has not been able to improve the welfare of its members. Therefore, to harmonize this, efforts are needed to

strengthen institutions in cooperatives in Kalanganyar Village. It is hoped that in the future this step can help improve the welfare of the people of Kalanganyar Village, in processing cooperatives in a sustainable manner from year to year.

METHOD

First, the socialization of cooperative institutional development continues with the formulation of doctrine, programs and organizational structure.

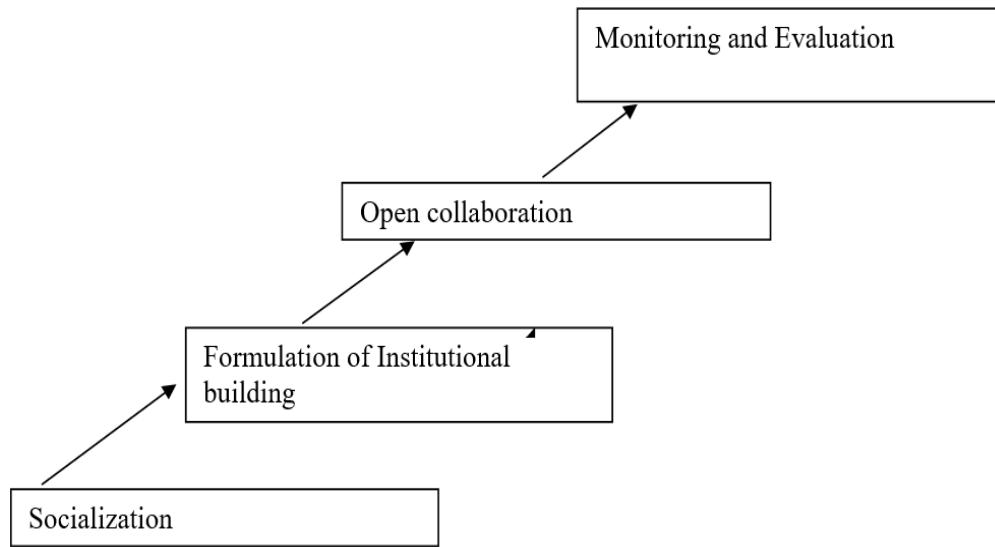
Socialization is the initial stage carried out with the aim of unifying perceptions about the importance of institutional development, in this case cooperatives. After that, the meeting continued with the formulation of doctrine, programs and organizational structure.

The method used is a direct meeting, where the UHT Social Devotion Team will invite the Cooperative management and a number of members at the Kalanganyar Village Hall to carry out socialization and formulation of doctrine, programs and organizational structure.

Second, it opens up opportunities to create collaboration between the Cooperative and parties outside the Cooperative. As for Partner participation is:

1. Provide time for all activities
2. Participate in socialization
3. Participate in the formulation of doctrine
4. Participate in program formulation
5. Participate in opening cooperation with external parties

Then Evaluation What is done is to assess each activity carried out, whether Partners can formulate doctrine, programs and organizational structure. Apart from that, evaluation can be carried out through whether Partners can collaborate with external parties, whether the community, government or private sector. The method can be seen from flowchart below.



Flowchart 1. Method of Social Devotion on Cooperation in Kalang Anyar, Sedati, Sidoarjo

RESULTS AND DISCUSSION

From the various studies above, it can be concluded that the institutional dimension consists of conditions internal to the organization and outside the organization. Social Devotion activities regarding Cooperative Institutional Development have indeed been implemented but need further assistance, especially regarding follow-up to the implementation of programs and collaborations that have been planned.

Socialization Stage

In the initial stage, activities were carried out by requesting permission and outreach to the Head of Kalang Anyar Subdistrict, Sedati District, Sidoarjo Regency. The implementing team visited the Village Head who was accompanied by the Village Secretary. He gave permission and also explained the condition of the Women's Cooperative which had not been active or had been in a vacuum for a long time. Apart from that, it provides an overview of the factors that cause the Cooperative to be inactive, one of which is the organizational structure

held by the old management, and this management is not cooperative with Village officials in terms of reporting on the Cooperative's activities and finances. All Cooperative data and Cooperative founding documents are held by them. When the Village Head initiated holding an Annual Member Meeting (RAT), some time ago, none of the old administrators were present. However, they report what is being done to the Cooperatives Service or other agencies that need it. This then gave rise to different perceptions between the Women's Cooperative management and the Village. Village officials considered that the old management could not be consulted and then took steps to establish a Savings and Loans Unit chaired by the Village Secretary with initial capital of Rp. 25,000,000.00 then grew to Rp50.000.000,00 or so. The explanation given by the Head of the Village was confirmed by the Village Secretary who is currently activating the Savings and Loans Business as a replacement for the role of the Women's Cooperative which is in a vacuum and whose institutions are difficult to improve.



Figure 1.

Doctrine Formulation Stage, Organizational Structure, Programs and Cooperation.

At this stage, the Social Devotion Team visited the Women's Cooperative Management and had an FGD with them. Remembering that all this time they felt they had never been invited to the sub-district to discuss cooperatives.

The Cooperative Management is willing to discuss with the subdistrict officials how good this Women's Cooperative will be in the future. In the end, the Chairman of the Cooperative was willing to be assisted by PKK Cadres in managing the Cooperative. Currently there are around 15 members of the Women's Cooperative, each of whom is active in the Savings and Loans Business.

After that, the UHT Social Devotion Team also invited to make institutional changes to the Cooperative, in order to start and streamline activities. Among them is the re-consolidation of cooperative management and membership. Since the Cooperative Management cannot be completely replaced, PKK cadres accompany the old Management.

Apart from that, the management was invited to discuss existing programs and formulate strategic steps to be taken in the future. According to the old management, the Women's Cooperative activities have been running in accordance with the

wishes of the members. The program currently running is a savings and loan business and is directly accountable to the Cooperatives Service. The only problem is that there are insufficient funds for savings and loans for many members, in addition to the loan funds being stagnant. The borrower does not want to return the money.

Then related to Doctrine, so far there has been no Doctrine that has become a common goal for Cooperative members. The management wants to discuss this with the Social Devotion Team together with Village officials. As for cooperation, so far the cooperation that has been established is with the District and Cooperative Services. There has been no real collaboration with the private sector or other services outside the Cooperative Service.

In general, the results of this Social Devotion are as follows:

1. The formation of a new Women's Cooperative organizational structure and because the management cannot be completely replaced, the old management was accompanied by a new management. Another update carried out related to the structure is the PKK's support from the Chair, Secretary and Treasurer. The aim is to find a common ground between the existing rules where the management cannot be

completely replaced and activities can be carried out in a more harmonious atmosphere between the Cooperative management and the sub-district.

2. Formation of a doctrine that will become the ideals of Women's Cooperatives in the future. Previous cooperatives had no doctrine.
3. The birth of a new program idea other than Savings and Loans, namely providing loans for businesses.
4. There is a proposal to open cooperation with parties other than the Department, namely MSMEs and private companies.

This time, Social Devotion UHT has carried out Institutional Development for Women's Cooperatives in Kalanganyar Village, Sedati District, Sidoarjo Regency. The development carried out began with socialization, approaching the Management and giving birth to several things, namely the Cooperative Organizational Structure which better accommodates various interests, the birth of a loan program for businesses, the birth of doctrine and the opening of opportunities for collaboration with outside parties. Obstacles that previously existed related to deadlocked communication between the Cooperative Management and the Subdistrict could also be bridged by the UHT Social Devotion Team.

Discussion

If we examine further, the procedures and output produced in Community Service have similarities and differences with community service or previous studies. **First**, the step of inviting old and new administrators is part of an effort to provide direct community participation and the wishes of the community as members of the Cooperative to be represented in the same way as the results of the community service carried out by Diuwendah et al., (2018). She built the Java Preanger Coffee Producers Cooperative institution to improve product quality and quantity by means of participatory empowerment and meeting the aspirations and needs of members. As a result, cooperatives can increase their productivity. Indeed, participation is very important to build the Cooperative. **Second**, regarding the formation of a new management and

the doctrine is almost the same as the Cooperative in Kedung Cowek Village, Bulak District, Surabaya City. The leaders and administrators of the Cooperative are PKK administrators, and always coordinate with Village officials. With conditions like this, the management of the Cooperative is easily monitored by the Head of the Village (Casmiwati, 2013). **Third**, the result is that Cooperative members are willing to make joint contributions in the form of basic savings and voluntary savings, and the money collected can be used for savings and loan businesses, adding to existing money. This effort is the same as increasing the capacity of cooperatives in Depok City (Avinto et al., 2023). After an explanation about the Cooperative and how to manage the savings and loan unit, members want to make contributions to keep this business running. However, community service in Depok City was continued with financial management training, which activity was not carried out by the Hang Tuah University Team. The reason is that the management already knows and has managed the savings and loan business. The problem is only on cooperation with other agencies and institution. The Cooperative need to be exposed more to get other stakeholders to cooperate.

CONCLUSION

This time, Social Devotion UHT has carried out Institutional Development for Women's Cooperatives in Kalanganyar Village, Sedati District, Sidoarjo Regency. The development carried out began with socialization, approaching the Management and giving birth to several things, namely the Cooperative Organizational Structure which better accommodates various interests, the birth of a loan program for businesses, the birth of doctrine and the opening of opportunities for collaboration with outside parties. Obstacles that previously existed related to deadlocked communication between the Cooperative Management and the Subdistrict could also be bridged by the UHT Social Devotion Team.

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