The role of cooperatives in marketing arabica coffee: A case study of the Benteng Alla Farmers' cooperative in Enrekang Regency, South Sulawesi, Indonesia

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Abstract. Cooperatives are a product of the government's efforts to improve the national economy. The agricultural sector is the backbone of the national economy, so if the cooperative in the agricultural sector functions properly, it will greatly assist in improving the national economy. The purpose of this study was to analyze the role of the Benteng Alla Farmers’ Cooperative in marketing Arabica coffee, and to analyze the development strategy of the Benteng Alla Farmers’ cooperative in Marketing Arabica Coffee. The analysis technique used is the SWOT analysis. The results of this study indicate that the Benteng Alla farmers’ cooperative is not only used as a forum for members to gather but a place where they can gain experience and knowledge about the activities carried out by the cooperative, and with the cooperative it will also build farmers and rural communities who have quality human resources excellence which includes increasing expertise and skills (business and organization), knowledge, and developing the entrepreneurial spirit of the farmers themselves.

1. Introduction

The current government has made various programs to improve the economy and improve people's welfare. One of the programs that the government is striving for is cooperatives. A cooperative is a joint business entity engaged in the economic sector, whose members are people who generally have weak economies who join voluntarily and on the basis of equal rights and are obliged to carry out a business aimed at meeting the needs of its members. The main objective of cooperatives is to improve the standard of living and welfare of its members [1].

As one of the economic power sectors, cooperative activities are not only limited to one business unit, but can run more than one business unit because there is no limit to the number of business units a cooperative can run. The type of business to be run by a cooperative must pay attention to the needs and interests of its members, so that the function of the cooperative as a means of the economy and tool of society can be realized and carried out effectively and efficiently. As a forum for the economy and social activities of the community, cooperatives must be able to provide a balanced position, role and contribution to the national economic order, so that the aspirations of the Indonesian people can be
achieved as stated in the Law, namely creating a just and prosperous society. Cooperatives as economic institutions based on societal values are still very much needed to improve people's welfare [2].

The agricultural sector is the backbone of the economy and is the largest source of employment for most developing countries. Agricultural development is aimed at achieving growth, sustainability, stability, equity and efficiency. The agricultural sector is able to reach the main needs of humans, namely in fulfilling food needs. Indonesia is a country that is fertile land, rich in natural resources, so it has high potential in developing agricultural businesses [3].

Seeing the growing growth and public interest in consuming coffee, it raises motivation in us to look further about the diversity of Indonesian coffee, one of which is in Baroko District, Enrekang Regency. In increasing the economic income growth of the coffee farming community, of course there needs to be an institution that is able to build and increase the confidence of coffee farmers to keep trying to develop the business they do. Cooperatives are the answer to the downturn of coffee farmers in the past and how can these cooperatives prove that if the cooperative is well managed, the results will also be better. Based on the description above, this study aims to: (1) To analyze the role of the Benteng Alla Tani Cooperative in marketing Arabica coffee, (2) To analyze the development strategy of the Benteng Alla Tani Cooperative in marketing Arabica coffee.

2. Research methods
This research was conducted at the Benteng Alla Farmers' Cooperative, Benteng Alla Utara Village, Baroko District, Enrekang Regency, South Sulawesi Province. The data collection technique was carried out by providing instruments in the form of questions in the form of interviews and observations given to key informants. This research uses a qualitative approach, which is an approach which is also called an investigative approach. According to Lexy in Susanto et al (2017) that qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This approach is directed at the background and individual holistically [4]. This qualitative research model was chosen by the researcher because the researcher intends to understand the phenomena experienced by the research subject and gain an understanding of how the role of cooperatives in the coffee agribusiness marketing at the research location with the data analysis technique used is SWOT analysis.

3. Results and discussion
3.1. Overview of cooperatives
3.1.1. History of Benteng Alla Farmers' Cooperative. The Tani Benteng Alla Cooperative was established to develop Enrekang Arabica coffee. Bringing change to the life of coffee farmers through increasing coffee prices at the farmer level and giving a new color to the coffee world in Enrekang Regency, especially the people in Benteng Alla Village, which are known as coffee-producing centers. In 2000, coffee prices did not benefit farmers and reduced their interest in tending coffee gardens. Then began to form a cooperative spearheaded by Ir. Pattola and Edy Muchtar along with several young people to form a cooperative. The Tani Benteng Alla Cooperative was founded in 2001 after several months of processing the files for its formation. The result of the meeting's decision was to form a cooperative called "Benteng Alla Farmers' Cooperative ". The Benteng Alla Farmers' Cooperative was registered at the office of the Department of Cooperatives and PKM of Enrekang Regency on August 31, 2001 and obtained a legal entity Number: 93 / KEP-BH / PPR / 2.1 / VIII / 2001.

3.1.2. Cooperative organizational structure. The organizational structure of the Benteng Alla Farmers’ Cooperative consists of Member Meetings, Management, Supervisory Agency, and Cooperative Business Units. The organizational structure of the Benteng Alla Farmers’ Cooperative can be seen in the figure 1 below.
3.2. Cooperative resources

3.2.1. Cooperative assets. Assets are resources controlled by cooperatives as a result of past events and from which future economic benefits are expected to be obtained by the cooperative (table 1). These assets obtained from donations, which are not bound to be used, are recognized as fixed assets. Beneficial assets, directly or indirectly, are productive and are included in the cooperative's operations and also have the ability to reduce cash expenditures [5].

| No. | Inventory                  | Amount | IDR    |
|-----|----------------------------|--------|--------|
| 1   | Building                   | 1      |        |
| 2   | Pulper Machine             | 1      |        |
| 3   | Huller Machine             | 1      |        |
| 4   | Roasting Machine           | 1      |        |
| 5   | Coffee Grinder             | 1      | 136,000,000 |
| 6   | Books - Administration Books | 4   |        |
| 7   | Sitting Scales             | 1      |        |
| 8   | Hanging scales             | 1      |        |
| 9   | Liter Cans                 | 2      |        |
| 10  | Cooperative Cash Office    |        | 7,000,000 |
| 11  | Fertilizer Receivables     |        | 3,778,500 |
|     | Total                      |        | IDR 146,778,860 |

3.2.2. Cooperative finance. Cooperative financial reports are part of the cooperative reporting system aimed at internal and external parties to cooperatives (Table 2). The cooperative financial report must be efficient for its members, so that members can assess the economic benefits provided by the cooperative and it is also useful to find out the achievements of the cooperative activity unit which is specifically tasked with providing services to its members during a certain accounting period, the achievements of the cooperative activity unit specifically intended for business purposes with non-members during a specific accounting period, and other important information that affects the short-term and long-term financial condition of the cooperative [6].
Table 2. Financial balance sheet of Benteng Alla Farmers Cooperative in 2019.

| No. | Assets                           | 2019 (IDR) | No. | Liability                          | 2019 (IDR) |
|-----|---------------------------------|------------|-----|------------------------------------|------------|
| 1.  | Current asset                   |            | 3.  | Current Liabilities               |            |
|     | a. Cash                         | 7,000,000  | a.  | Revolving fund                    | 1,000,000  |
|     | b. Receivables S. Borrow        | 18,050,000 | b.  | Pov Assistance Fund. South Sulawesi| 20,000,000 |
|     | c. Fertilizer Receivables       | 3,778,000  | c.  | Funds - Funds (Industry and Trade)| 136,000,000|
|     | Amount                          | 28,828,500 |     | Amount                             | 157,000,000|
| 2.  | Fixed Assets / Inventory        |            | 4.  | Owner's equity                     |            |
|     | a. Huller Building / Machinery  | 136,000,000| a.  | Main Savings                       | 3,975,000  |
|     | b. Depreciation Assets          | 12,363,636 | b.  | Mandatory Savings                 | 1,646,000  |
|     |                                 |            | c.  | Reserved fund                      | 14,751,136 |
|     |                                 |            | d.  | SHU                                | 0          |
|     | Amount                          | 148,636,364|     | Amount                             | 20,192,136 |
|     | **Total Assets**                | **177,192,136**|     | **Amount of Liability**             | **177,192,136**|

3.2.3. Human resources (HR) cooperative. Human Resources (HR) is a very important factor that cannot be separated from an organization, both institutions and companies. HR is also the key that determines the development of a business. In essence, human resources are people who work in an organization as movers, thinkers, and planners to achieve the goals of the organization [7]. The human resources in question are the management and members of the Benteng Alla Farmers’ Cooperative in Benteng Alla Utara Village, Baroko District, Enrekang Regency. Some of the characteristics of respondents that were considered important included age, education, land area, number of dependents, and farming experience. For members who are younger (productive age), they will usually be more enthusiastic in doing business than older members.

3.2.4. Characteristics of HR. According to the Central Statistics Agency (2018), population theory states that a person's productive age is in the range of 15 to 56 years [8]. Where at this age the ability to think and work for someone is relatively productive. The average age of the respondents was 41-50 years with a percentage of 34.48%. The average level of education of respondents is high school as many as 16 people with a percentage of 55.17%. The average land area of the respondents was 0.6 - 1.0 Ha with a percentage of 44.82%.

3.3. Cooperative activities
The Benteng Alla Farmers’ Cooperative is a cooperative that collects coffee cherries from both members and non-members to process and market the processed products and provide production facilities needed by cooperative members. To build an ideal Tani Cooperative in accordance with its objective as a strong economic institution in rural areas, it requires the support of quality human resources to carry out ongoing escort and mentoring both from extension workers, extension institutions and from agencies / agencies that handle cooperatives in districts. As for the routine activities of the Benteng Alla Farmers’ Cooperative, are as follows:

3.3.1. Sales of fertilizers and pesticides. The cooperative also provides fertilizer for farming activities intended not only for members but also for coffee farmers in the village. The products sold by the cooperative, namely chemical fertilizers and pesticides, can be seen in the table 3 below.
Table 3. Products of input products sold by the Benteng Alla Farmers’ Cooperative.

| No. | Name Of Goods            | Price (IDR) |
|-----|--------------------------|-------------|
| 1.  | Urea Fertilizer / Bag    | 95.000      |
| 2.  | Fertilizer Za / Bag      | 60.000      |
| 3.  | NPK Fertilizer / Bag     | 85.000      |
| 4.  | Rambo / Bottle           | 70.000      |
| 5.  | Gramaxone / Bottle       | 70.000      |
| 6.  | Supremo / Bottle         | 75.000      |

Source: Primary Data 2020

3.3.2. Coffee processing and marketing. Prior to experiencing problems in the Benteng Alla Farmers’ Cooperative, at the beginning of its establishment until 2012, the cooperative carried out processing activities for coffee production and sold it widely to the community. The series of cooperative activities include the following (1) Purchasing Coffee from Members and Farmers, (2) Sorting the fruit to separate red cherry coffee (Matang), Half Ripe Cherry Coffee, and Green Coffee, (3) Peeling the fruit skin is done by using a tool and a fruit peel machine (pulper), (4) The fermentation process to release the slimy fruit flesh that is still attached to the horn skin and in the washing process it will be easily released (For perfectly ripe types of coffee), (5) Washing to remove the coating the remaining mucus and other impurities that are still left after fermentation or after leaving the pulper machine, (6) The washed coffee will then be dried with the aim of reducing the moisture content to 12%, (7) Peeling the horn skin when the coffee beans are still relatively wet (pumpkin coffee) can be done using a huller, (8) Sorting to separate defective coffee beans and good quality beans (Greenbeen), (9) Roasting coffee, namely the process of roasting green beans to a certain level of maturity, and (10) Grinding or grendering them to become coffee powder.

3.4. Analysis of cooperative problems

3.4.1. Organizational structure (management) of cooperatives. According to Mr. Edy Muchtar, as the head of the Benteng Alla Farmers’ Cooperative, there are problems that are being faced by the cooperative management which makes the Benteng Alla Farmers’ Cooperative not run well. The Benteng Alla Farmers’ Cooperative has many problems in the internal scope of the cooperative, especially in its management, namely the management of the cooperative is a figure in society, so this "concurrent position" has the result that the focus of attention on cooperative management is reduced so that it is less aware of environmental changes, cooperative management is not good, Cooperative activities are not going well (uncontrolled), and most members lack solidarity to cooperate on the other hand, the members owe a lot to the cooperative.

3.4.2. Cooperative member problems. Problems in the organization often occur not only within the Internal Management scope but also faced by its members. Cooperative members have an important role in cooperative development to be more advanced in the future. But not infrequently, cooperatives that are very proud of their members do not have a good impact on their members. According to the members of the cooperative, there were many problems in the Benteng Alla Farmers’ Cooperative that made the cooperative not run well. The most common problem faced by cooperatives is the problem of cooperative management is not good, there is no openness between management to members, administrators who are not responsible for their duties, and administrators are not always there when members need this problem. This problem has been going on for a long time and many members complain about problems So that the cooperative activities that were previously going well, are now starting to experience a very significant decline.
3.4.3. **Cooperative business activities.** Cooperatives often experience difficulties in carrying out the process of marketing their products. In cooperative development, it is not the role of the government that determines its development, but also the members of the cooperative who are within the scope of the cooperative. A cooperative is a group of people who strive to achieve the goals they have jointly programmed, of course the progress and development depends on the people who are members, especially those who are in the management or who manage the cooperative. The Benteng Alla Cooperative Business Activities will run well if the Internal Management and Members have the same vision to advance the Cooperative. The Benteng Alla Farmers’ Cooperative has abundant resources, but they are still not being fully utilized. Problems in cooperative business activities include Sales of Production Facilities (Activities currently carried out by cooperatives are only selling production facilities such as fertilizers and pesticides to assist cooperative members in meeting their agricultural business needs), Purchasing Coffee (The cooperative has not purchased coffee since 2012 until now), Coffee Processing (Cooperatives that previously carried out processing and even rental machines to process coffee, now do not carry out any activities at all, even the equipment used has been unused until now), and Coffee Product Marketing (Marketing of coffee itself automatically does not work, because it does not work. purchasing and processing coffee in cooperatives).

3.4.4. **Expectations of cooperative members.** Joining a cooperative certainly provides benefits for the actors in it, including its management and members. Cooperatives are not only used as a forum for members to gather but a place where they can gain experience and knowledge about the activities carried out by the cooperative [9]. The Benteng Alla Farmers’ Cooperative has contributed a lot to the development and welfare of members and communities in the area. With so many problems that have occurred lately, there is a hope from the members and administrators to return to building the cooperative for the better. Some of the members’ hopes for the survival of the Benteng Alla Farmers’ Cooperative can be seen in the table 4 below.

**Table 4. Expectations of members of the Benteng Alla farmers’ cooperative.**

| No. | Hope                                                                 | %    |
|-----|----------------------------------------------------------------------|------|
| 1   | Cooperatives can run in accordance with the applicable Articles of    | 44.82|
|     | Association                                                          |      |
| 2   | Cooperative activities that are able to boost the economy of its     | 10.34|
|     | members                                                              |      |
| 3   | There is an overhaul of the management                                | 20.68|
| 4   | Ala Bentengress coffee is widely known                                | 82.75|
| 5   | Has its own coffee trademark                                          | 24.13|

Source: Primary Data 2020

3.5. **The role of cooperatives in coffee agribusiness development**

Development of farmer communities through cooperatives or agricultural institutions / farmer groups is a planned empowerment effort carried out consciously and seriously through collective efforts of farmers to improve the performance of the rural community economic system. The direction of farmer empowerment will be adjusted to an agreement that has been formulated together. In accordance with the principles of cooperatives whose establishment is carried out for common goals, therefore good cooperative management must be transparent, so that members believe in the existence of cooperatives, including their work programs, they must be transparent so that members can find out about it, even the most important thing is that the cooperative financial report must be true and transparent [10]. With high participation in cooperatives, it is hoped that the sense of belonging to the community for all activities carried out by the cooperative will also be high. Because in a cooperative there are values and principles based on the principles of kinship and mutual cooperation and are the basis of the cooperative itself [11]. Cooperative activities do not only depend on one agricultural business scope, but cooperatives play an active role in all coffee marketing activities in the area. Cooperatives are the mainstay of economic
turnaround in the sustainability of coffee farming in Benteng Alla Utara Village. All cooperative activities are able to provide encouragement to members and the community in building and running their farming business for the better (figure 2).

![Figure 2](image.png)

**Figure 2.** Schematic of coffee marketing channels at Benteng Alla farmers' cooperative

The activities of the Benteng Alla Farmers’ Cooperative are agricultural cooperatives with Arabica coffee farmers in Benteng Alla Utara Village, Baroko District, Enrekang Regency. The business unit run by the Benteng Alla Farmers’ Cooperative is the Arabica Coffee Marketing and Savings and Loan business units. The joining of farmers in cooperative institutions will strengthen rural economic institutions, where members will have a strong bargaining position to be able to market their agricultural products, so that the welfare of farmers has increased this is due to increased income of farmers who are members of farmer groups or cooperatives. Empowerment of farmers in cooperative institutions is an alternative form of the rural community development model to improve the welfare of the community, most of whom have jobs as farmers / farm laborers.

3.6. **Analysis of cooperative strategies**

SWOT analysis is an analysis of strengths, weaknesses, opportunities, and threats [12]. SWOT analysis is carried out based on the identification of the external and internal conditions of an organization. This identification is not only based on the company's point of view but also needs to involve the point of view of external parties such as consumers. Determination of strategy based on SWOT analysis can lead to wrong strategy decisions because it only involves the manager's point of view [13]. Comprehensive information about business activities is needed to determine the right strategy. Determination of the appropriate strategy can be done using a SWOT analysis. [14]

Strategy formulation is carried out using a SWOT analysis (strengths, weaknesses, opportunities and threats). The SWOT analysis is carried out in two stages, namely the SWOT identification stage and the SWOT analysis stage itself. These alternative strategies have different ways to improve the performance of an organization [15]. The SWOT identification stage is a stage that identifies the strengths and weaknesses of the cooperative's internal parties, as well as various forms of opportunities and threats from external parties to the cooperative institution. Meanwhile, the SWOT analysis stage is the stage for formulating a strategy by combining internal factors (strengths and weaknesses) and external factors (opportunities and threats) into the SWOT Matrix [16].

3.6.1. **Analysis of Internal Cooperative Factors**

1) **Strength**

The strengths of the cooperative's strengths are the resources and capabilities that can be used as the basis for developing a cooperative's competitive advantage. As for the strengths in the Benteng Alla Farmers’ Cooperative as follows:

- Benteng Alla Farmers' Cooperative which has a legal entity
- Organizational structure suitable for cooperatives
- Adequate Cooperative Resources
- The availability of coffee in the community is abundant

2) **Weaknesses**
Weakness is something that causes one business activity to be unable to compete with other business fields. In some cases, the weakness for a business may be a strength for other areas of the same business. As for the weaknesses in the Benteng Alla Farmers’ Cooperative as follows:

- Weak business management / management
- Managers who are less innovative in finding new ideas for cooperative development
- Lack of facilities in cooperatives and mastery in using technology for both management and members
- Cooperatives are difficult to determine the main business to run

3.6.2. Analysis of Cooperative External Factors

1) Opportunity

Opportunities is an analysis of the external environment that can produce new benefits for a company to achieve business growth. Opportunities are also one of the ways a company determines the sustainability of its business going forward. The opportunities for the Benteng Alla Farmers’ Cooperative are as follows:

- There are demands from the community to build better cooperatives
- There are market opportunities for coffee commodities produced by cooperatives

2) Threats

Changes in the external environment can also present a threat to the company. Threats are challenges that arise that can hinder the development of a business. As for the threats of the Benteng Alla Farmers’ Cooperative as follows:

- There is increasingly fierce business competition
- The role of science and technology has increased but management and members are still not able to use technology optimally

Based on the SWOT analysis carried out using a matrix, several strategies will be obtained that can be carried out to develop the Benteng Alla Farmers’ Cooperative. These strategies are grouped based on the SO, WO, ST, and WT strategies which can be seen in table 5 below.

Table 5. SWOT Matrix for 2020 Benteng Alla Farmers Cooperative Development Strategy.

| INTERNAL | STRENGTH (S) | WEAKNESS (W) |
|----------|--------------|--------------|
| 1. Benteng Alla Farmers’ Cooperative which has a legal entity | 1. Weak business management / management |
| 2. Organizational structure in accordance with cooperatives | 2. Managers who are less innovative in finding new ideas for cooperative development |
| 3. The availability of coffee in the community is abundant | 3. Lack of facilities in cooperatives and mastery in using technology for the management and its members |
| 4. Cooperatives are difficult to determine the main business to run | |

| EXTERNAL | OPPORTUNITIES (O) | STRATEGY (SO) | STRATEGY (WO) |
|----------|--------------------|---------------|---------------|
| 1. There are demands from the community to build better cooperatives | 1. Revitalizing cooperatives | 1. Improve cooperative building facilities so that activities can run well |
| 2. There are market opportunities for coffee commodities produced by the cooperative | 2. Improve business competitiveness with other related business entities | 2. Improve the quality of human resources |
| | 3. Facilitate and expand the recruitment of members so that people are interested in joining the cooperative | 3. Promoting and marketing the results of cooperatives widely |
| | 4. Expanding the scope of cooperative management | | |

| THREATS (T) | STRATEGY (ST) | STRATEGY (WT) |
1. There is increasingly fierce business competition
2. The role of science and technology is increasing, but management and members are still not able to use technology optimally

| 1. Creating new innovations to avoid and balance business competition | 2. Use of agricultural extension agents to socialize cooperatives | 3. To increase the expertise of human resources in mastering technology and its application |
|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|
| 1. Community participation in cooperatives in order to increase the purchasing power of the products produced | 2. Increasing skills and quality of human resources to improve welfare for management and members | 3. Cooperating with other business entities to further develop cooperatives |

4. Conclusions

From the results of research on cooperative perasana in the development of coffee agribusiness in the case study of Benteng Ala Utara Tani Cooperative, the following conclusions can be drawn.

1. Cooperative activities do not only depend on one agricultural business scope, but cooperatives play an active role in all coffee marketing activities in the area. Cooperatives are the mainstay of economic turnaround in the sustainability of coffee farming in Benteng Alla Utara Village. All cooperative activities are able to provide encouragement to members and the community in building and running their farming business for the better. The activities of the Benteng Alla Farmers Cooperative are agricultural cooperatives with Arabica coffee farmers in Benteng Alla Utara Village, Baroko District, Enrekang Regency. The business unit run by the Benteng Alla Farmers’ Cooperative is the Arabica Coffee Marketing and Savings and Loan business units. The joining of farmers in cooperatives is able to strengthen rural economic institutions, where members will have a strong bargaining position to be able to market their agricultural products, so that the welfare of farmers has increased due to increased income of farmers who are members of farmer groups or cooperatives.

2. Cooperative development strategies in marketing Arabica coffee in Benteng Alla Utara Village, Baroko District, Enrekang Regency include:

   a) The SO Strategy (Supporting Aggressive Strategy) is made based on the consideration of the Cooperative, namely by utilizing all strengths to seize and take advantage of the greatest opportunities. SO strategies that can be taken by the Benteng Alla Utara Tani Cooperative, namely revitalizing cooperatives, increasing business competitiveness with other related business entities, facilitating and expanding member recruitment so that people are interested in entering into cooperatives, and expanding the scope of cooperative management

   b) ST Strategy (Supporting Diversification Strategies) Is a strategy in using the strengths of cooperatives to overcome threats. The ST strategy that can be taken by the Benteng Alla Utara Tani Cooperative, namely Creating new innovations to avoid and balance business competition, Utilizing agricultural instructors to socialize cooperatives, Increasing human resource expertise in mastery of technology and its application

   c) The WO strategy (Supporting the Turn-Around Strategy) is implemented based on the use of existing opportunities by minimizing existing weaknesses. WO strategies that can be taken by the Benteng Alla Utara Tani Cooperative, namely improving cooperative building facilities so that activities can run well, improving the quality of human resources, and promoting and marketing the results of cooperatives widely

   d) The WT (Supporting Defensive Strategy) strategy is based on activities that are defensive and try to minimize existing weaknesses and avoid threats. The WT strategy that can be taken by the Benteng Alla Utara Tani Cooperative, namely community participation in cooperatives to increase the purchasing power of the products produced, improve skills and quality of human resources to improve welfare for administrators and members, and collaborate with other business entities to further develop cooperatives.
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