

## JOINT RESPONSIBILITY SYSTEM IN OVERCOMING BAD CREDIT

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### Abstract

Cooperative is microfinance institution that offers financial services to low-income families in this situation. These clients are frequently categorized as micro and small businesses (MSEs). Cooperatives include participants who carry out regular operations and create small communities for financial distribution in order to assist micro and small businesses (MSEs) or small enterprises by offering loans that are paid back in monthly installments by the small groups. The researcher's aim is to learn what there is to know about "The Joint Responsibility System." What is it in this structure that allows the cooperative to grow so well that its membership has almost reached 10,000 people? Cooperative management, managers, and community executives, as well as members, are among the study samples. Data processing through evaluation, questionnaire, recording, and data interpretation utilizing Compiling, Disassembling, Reassembling, and Arraying, Interpreting, and Concluding in qualitative methods for the positivism model. The findings reveal that the cooperative and its participants are in equally matched. All participants of the party were dissatisfied because they had to divide their mates'/other members' arrears increments. As a result, the cooperative's collective liability scheme is burdensome to the participants. This arrangement is beneficial; the cooperative's efficiency improves, and the cooperative's reputation rises as a result of the implementation of a joint accountability system.

**Keywords:** Joint Responsibility, Performance, Value System

### INTRODUCTION

Indonesia is one of the countries with financial service institutions that help low-income citizens finance the economy's wheels. A financial institution focused on Small and Medium Enterprises (SMEs) is needed to understand this economy. This is one of the areas that has contributed significantly to Indonesia's economic growth. These financial service institutions must be able to handle the financing/credit mechanism as well as stimulate economic enthusiasm in the community, in addition to promoting the community.

Small merchants, street vendors, small growers, service dealers (hairdressers, rickshaw pullers), craftsmen, and small producers are among the low-income populations served by microfinance institutions. These clients are frequently categorized as micro and small enterprises (MSEs). Micro and small enterprises (MSEs) play an important role in developing countries as the primary source of jobs and revenue (Mamman et al., 2019).

During the New Order period in Indonesia, several cooperatives and SMEs arose, which significantly aided the current economy, which was centered on collective efforts based on the concept of kinship, and cooperatives were those who introduced microfinance (UUD '45 Article 33).

In Indonesia, cooperatives are increasingly expanding; in this case, the cooperative is a platform for the growth of micro-enterprises. When we look at the demographic bonus era from 2020 to 2030, we will see that the productive generation is greater than the non-productive phase. Is this something that the cooperatives are sure of? Cooperatives are considered antiques today and must be adopted and built for the millennial generation. Given that the cooperative is now in its 70s, it is important to refresh the cooperative's name in order for the younger generation to remember it again. Starting with the cooperative's ability to keep up with the times. An era in which knowledge and technology became the most valuable investments in the world economy.

Cooperatives exist to create and grow the future economic ability of their participants, as well as the community as a whole. And make a concerted effort to boost economic and social well-being. Efforts to improve the standard of human existence as a forum for group life education for cooperative participants, reinforce the people's market as the foundation for the strength and durability of the national economy, with cooperatives as the foundations

In understanding and improving the national economy, which is a collaborative endeavor focused on kinship and economic democracy values, as well as encouraging innovation and organizational spirit among the nation's students. Thus, a cooperative is a financial service entity that exists in both the private and public sectors, implying that it is an institution that may benefit its participants or community, allowing the cooperative to achieve strong (high) success in its operations and good organizational principles. The key goal of action in a typical cooperative is to offer savings and loan programs for the good of its participants.

Loans, as well as the disbursement of funds to members, necessitate recognition of all members and party consensus in order to prevent undesirable outcomes. The aim of this joint responsibility scheme is to lower credit risk. Various internal and external factors may trigger or contribute to this risk. In the event of errors in payment processes, poor faith on the part of the owner, administrators, or staff, ineffective administrative and credit reporting programs, and ineffective credit information systems. Meanwhile, bankruptcy of the debtor's bank, catastrophe for the debtor or the debtor's business practices, a drop in economic activity, and high loan interest rates are all external causes that trigger bad credit. The failure of quality programs is also linked to a

corporate culture that does not understand the significance of cooperative principles that underpin management activities like support and empowerment, according to this report.

If the cooperative has funding from banks or third parties (3), it may seek credit settlement in two (2) ways: credit rescue and credit settlement. Credit rescue refers to a process of renegotiating a problem between the bank as the borrower and the investing client as the debtor. In order to cover NPLs, credit rehabilitation may be accomplished in a variety of forms, including rescheduling, reconditioning, and restructuring. A group structure is a thinking and behavior pattern that enables people to carry out actions together in order to meet their objectives and goals. The Setia Budi Wanita cooperative's goal is to put in place a Joint Responsibility System for community members such that financial arrangements are stable, financial success is strong, and cooperative conditions are safe.

## LITERATURE REVIEW

In the event of congestion, the Joint Responsibility System is a risk control system in which all party members are liable for paying off obligations owed to them by other group members. In an organisation, this is achieved by proportionally dividing obligations among all community participants (Yusuf, 2018a). From software architecture to problem solving, this system shares tasks evenly and employs the principle of collectivity (L. Z. Nasution, 2020a). Joint and multiple duty refers to the requirement of debtors to settle their debts together, collectively, and explicitly in the context that each of them must share in the paying of all or part of one debtor's debt, releasing the other debtor from the obligation to pay the debt at any period and a deadline (glossary). Deliberations are held before making judgments on new participant admission, member removal, loan applications, and all other party issues including unpaid commitments. If one party member is unable to cover his loan, the rest of the group is obligated to help ensure the debt payments do not fall off. This is what will help to reduce poor credit. With a lower chance of bad credit, the cash flow would be greater, resulting in a higher funding turnover and improved financial results for the enterprise (company). The value of the company as calculated by income improves with strong cash flow, increased financing productivity, and strong profitability.

Person factors, leadership factors related to efficiency, community factors, device factors, and condition factors all have an impact on cooperative efficiency (Rizal, 2017). Family principles, self-help values, the importance of being accountable, democratic values, equation values, equal value, and the value of freedom are all values that form the foundation for cooperative operations. Meanwhile, cooperative participants adhere

to the following values: integrity, transparency, duty, and respect for fellow members and others (Law number 25).

It contains the virtues of kinship, care, and dignity, which are expressed in the long-standing tradition of reciprocal cooperation. In this situation, anyone who has entered the party is responsible for it. An individual's participation in events outside of community activities represents the cooperative's importance and has been carried out by all current participants. Since 2010, the previous tendency in the Abdi Kerta Raharja (AKR) Cooperative has achieved a 0% reduction in NPLs by kinship and reciprocal cooperation. In this situation, the next "Citra Kartini" Cooperative utilizes the Joint Responsibility System and has successfully reduced its NPL amount to 0% since 1992.

Other data from the well-functioning Joint Accountability System (Rasyidah, 2019; Wahyudi & Rustantia, 2018) shows that mutual responsibility is a funding mechanism for developing Village Community Commercial Banks (BUMDES) and that there is a healthy partnership between administrative, success category, and organizational performance. Improve the economy of the home, culture, and the country as a whole. This is supported by (Bastomi et al., 2017; Grashuis & Su, 2019), who demonstrate in their report that banks choose to lend to businesses who follow appropriate CG practices. In the credit risk assessment phase, the implementation of CG experience is deemed extremely important. Transparency and openness received the maximum average significance scores among the five sub-categories of review. Specifically, the allocation of financial services to parties in a unit shortfall to fulfill their funding needs (A. W. Nasution & Fatira, 2019).

In contrast to what was experienced by the Universitas Brawijaya Civil Servant Cooperative (KPRI UB) in 2009-2011 it experienced fluctuations. The increase was unstable, but in terms of capital, the debt ratio when viewed from the debt ratio still tended to rely on loan capital to finance its assets (Saraswati, 2013). Meanwhile, the Taker credit cooperative has a very high level (NPL) or bad credit, reaching 6.06% and so far the emphasis on performance is only in the financial sector. In this case, the researcher evaluates the Kopdit condition, which occurs with credit repayments, NPL reduction with the Balanced Scorecard approach. In this case, the way in which the researcher reviewed the SOP for credit and risk management Improving savings and loan pick-up services, increasing staff competence with special budgets for education loans, training, mentoring. Also, create an individual staff performance agreement form. Thus, the results obtained by Kopdit could reduce the NPL level to be lower than before (Rasyidi et al., 2016).

## METHODOLOGY

To provide context and interpretation of different knowledge communicated by informants, this study applies a qualitative approach based on the interpretivism paradigm (Wijaya, 2018). The interpretivism paradigm, which stems from the fields of anthropology, sociology, humanities, and assessment, guides study into a thorough comprehension of the depth and scope of a phenomenon (Helaluddin & Wijaya, 2019). The usage of a qualitative method could allow for a more in-depth interpretation of the phenomenon investigated in this analysis. Qualitative analysis uses detailed data collection techniques to analyze and understand the definitions ascribed to social or humanitarian issues, classify data meanings, apply an inductive perspective, concentrate on individual meanings and the complexity of a topic, and provide a flexible final report (Helaluddin & Wijaya, 2019). This thesis uses a single holistic case study (single-case) in which the object is the primary subject (Creswell & Creswell, 2017).

The research setting is the all-purpose women's cooperative "Setia Budi Wanita" East Java, which is located in Malang. The determination of key informants in this study is based on informants who have experience in the implementation of financing / credit with the Joint Responsibility System, all members are responsible for the late installments of other members in the group and are obliged to assist these installments to the cooperative. This study used 17 informants, consisting of 1 Chairman of the Cooperative Management, 1 Manager of Savings and Loans, 1 Accounting, 1 Group Manager, 4 Group Heads selected by purposive sampling, and 9 Group Members selected by snowball. So that the data obtained regarding financing/credit with the Joint Responsibility System can be obtained with relevance and accuracy when providing information. Data Collection Using Interviews, Observation, and Documentation (Harding, 2018).

The data validity of the four criteria used, namely the degree of credibility, transferability, dependability, and confirmability. Data analysis techniques are: Compiling, Disassembling, Reassembling (and Arraying), Interpreting, and Concluding (Yin, 2017).

## RESULT

### Minor Proposition 1 - Financing / credit strategy

Financing/credit is the provision of money or an equivalent claim, based on an agreement or agreement between the Bank and another party, which requires the financed party to return the money or claim after a certain time in exchange for profit sharing. Financing is the provision of money or equivalent claims, based on an agreement or agreement between the Bank and another party, which requires the

financed party to return the money or claim after a certain period of time in exchange for profit sharing (Kasmir, 2010). Thus, financing can be interpreted as a facility related to costs through the provision of money or claims based on an agreement or agreement between the Bank and other parties.

A cooperative is an organization that helps the government, its owners, and its members accomplish economic and life goals. Cooperatives are corporate organizations whose participants are either individuals or legal entities that carry out their operations according to cooperative rules, as well as a people's economic movement founded on the kinship theory. A cooperative is a people's economic organisation with a social character, made up of people or bodies that work together to form an economic structure founded on the 1992 Constitution's kinship concept (from and with members).

The Joint Responsibility System is a lending mechanism used by this cooperative to overcome credit or poor credit issues. If a person is behind on their installments, the remaining participants must pay off their friend's installments in the club. Meanwhile, the cooperative is aware that the installments are charged in full per month by the corresponding parties. Investment funding, partnerships in financing, operating financing, and financing schemes are also examples of this financing. These results are consistent with previous research (Feng et al., 2020), which illustrates financial friction in the model using clear refinancing costs to illustrate the fundamental dynamics while keeping the model tractable. Funding, according to Veithzal, implies that the financing agency, as shohibulmal, places confidence in anyone to carry out the mandate. These funds must be utilized appropriately, responsibly, and in a way that benefits all sides. Direct relations and conditions must supplement them.

### **Minor Proposition 2 - A System of Mutual Responsibility**

In an organisation, the Joint Responsibility System is a weak credit risk management system that is realized by distributing responsibility proportionally to all community participants in the event of congestion on one participant, and the others bear the risk of paying installments (Yusuf, 2018b). From software creation to problem solving, this method, which shares roles evenly, employs the principle of collectivity (L. Z. Nasution, 2020b).

The Joint Responsibility Structure (JRS) is a control system for cooperative partners as well as savings and loan companies. One individual is normally in control of the party. He or she is in control of billing party participants with installment payments and other commitments. When an individual is unable to compensate for a month, the whole party may contribute to overpaying the member within a certain time frame. Members of the



party must therefore have a shared trusting relationship with one another. As a result, the Joint Responsibility Scheme can be characterized as a system of shared responsibility for all cooperative responsibilities among members of a single community based on transparency and mutual confidence.

After the life of a community, the following provisions may be proposed based on this definition: there must be a duty. The responsibilities alluded to here be the obligations that each affiliate must fulfill as a collective, as well as the obligations that the cooperative must fulfill against its participants of the group. This requirement would tie the founders of the community together, as well as the group and the cooperative. This duty is fulfilled once a month at regular community meetings. At community sessions, all agreements in the Joint Responsibility System would proceed through a deliberation/consultation phase. This implies that all participants will participate in community decision-making. Since the decision was made together, the repercussions of the decision must be shared.

The confidence to voice the participants' views is therefore fostered as a result of this procedure. Since the repercussions of a poor judgment would be felt by all participants of the party. So that each participant would be encouraged to speak out if they believe the choices their party would make are wrong. That is also why all participants are required to hold community meetings. The responsibilities of participants as a team can be carried out using this pattern. Although shareholders' obligations are not met, the cooperative's obligations to investors may not be met as well. If there are mutual increment arrears, other participants who borrow cannot be realized, and group operations frequently come to a halt. Members that are unable to pay their installments create problems, but the effect is significant since all members of the community are impacted. This is the equilibrium that all representatives of the party would preserve. Members are subject to corrective action in order to uphold this equilibrium. Members' shared confidence would be strengthened as a result of discipline. Finally, there would be a framework for developing a responsible character. This would also enhance the group's sense of belonging. The consequences of the growth of this system's implementation, namely the establishment of togetherness, integrity, shared confidence, deliberation, discipline, and obligation, are then formulated. As a result, the principles of duty that distinguish cooperative existence are applied to the whole.

Since all obligations in this case the loan installments have been completed in groups, there is no bad credit at the cooperative level. It is not surprising that this system is then referred to as an asset protection system. Of course, this asset protection system will be even stronger if the values of responsibility also grow along with the implementation process. Joint responsibility among members in one group, for all obligations towards the cooperative on the basis of openness and mutual trust. Therefore, an absolute

requirement can be enforced with a Joint Responsibility System, namely the existence of a grouping of members. The system will work optimally if the following three conditions are met. First, group. Grouping a certain number of members can be done based on the proximity of their residence, emotional relationship, or interest groups. For example, groups can contain members who live in a particular area; it could also be because you have the same hobbies/hobbies; it could also be because of the affiliation of the type of work and profession. Second, obligations. Obligations include: (1) attending group meetings, for example, once a month; (2) paying mandatory savings and other deposits determined in the respective cooperatives; (3) paying loan installments; (4) developing group members (looking for additional new members); (5) holding deliberations; and (6) complying with all regulations, including: Articles of Association and other regulations. Third, regulations. Regulations are written agreements that must be agreed upon and carried out by all parties. One of the cooperatives in Indonesia has used a Joint Responsibility System since 1977, so that in the last 4 years the rate of credit congestion has been very low.

This finding is in line with research conducted by Monika Huppi, Gershon Feder, Siti Nur Farida, Mustika Dewi and Yayuk Sri Wahyuni, where it is explained that: where the seven kinds of things above show something that has been disclosed and makes a responsibility that must be done in the organization/groups in cooperatives that are binding and attached to each existing member. With the fact that the active participation of members will have an effect on the development of SME businesses as indicated by the increase in business turnover, controlled assets and also the increase in the remaining results of the cooperative's business, as well as the welfare of members. Welfare is represented here by the cooperative's facilities, which have been provided to all members of the cooperative in the form of: education and cooperative training for new and old members for merifres, scholarships for the sons and daughters of members who excel, health services for members and their families, recitation, arts, skills, death benefits, travel, and so on. This they did not find in other cooperatives.

### **Minor Proposition 3 - Cooperative financial performance**

In general, the cooperative financial performance variables measured to see the development or growth of cooperatives in Indonesia consists of institutions (number of cooperatives per province, number of cooperatives per type/group of cooperatives, number of active and non-active cooperatives), membership, business volume, capital, assets, and the remaining results of operations. Business volume is the total value of sales or receipts of goods or services in the period or fiscal year concerned. Thus, the cooperative's business volume is the accumulated value of goods and services received from the beginning of the financial year (January) to the end of the financial year



(December). In essence, the economic activity of a cooperative can be seen from the volume of the cooperative's business itself.

The cooperative's financial performance consists of cooperative activities such as regular meetings and assessment of profitability in the form of rewards, as well as a large amount of financing. This finding is in line with research (Martini et al., 2017), which explains that cooperatives in Indonesia are very important and must be carried out. Cooperatives are national reconstruction teachers. Here it also explains how to tackle poverty/reduce poverty. Savings and loan cooperatives are part of the Indonesian economy. The aim of the researchers here is also to want to know more about the procedures in savings and loan cooperatives, the benefits, uses, and also the existing problems and also the education that needs to be held.

#### **Minor Proposition 4 - The Value of Cooperatives**

The values that form the basis of cooperative activities include: family values; self-help value; the value of being responsible; democratic values; equation value; fair value; and the value of independence. Values that are upheld by cooperative members include: the value of honesty; the value of openness; the value of responsibility; the value of caring for fellow members and others.

This cooperative has family values, independence values, caring values, fairness values, and egalitarian values that exist in each individual, from several individuals to groups that have cooperative values in order to get goodwill from the community.

This finding is in line with Indra Afrita and Yasid's research, which in their research explained the principle of kinship in Law Number 17 of 2012 concerning Cooperative Law relevant to their business that prioritizes the prosperity of members, not individual prosperity. This is in the provisions of the Cooperative Law which are consistently based on family values and principles as stipulated in Article 5 paragraph 1, which explains the deliberation system in making decisions which prioritizes collective needs rather than individuals.

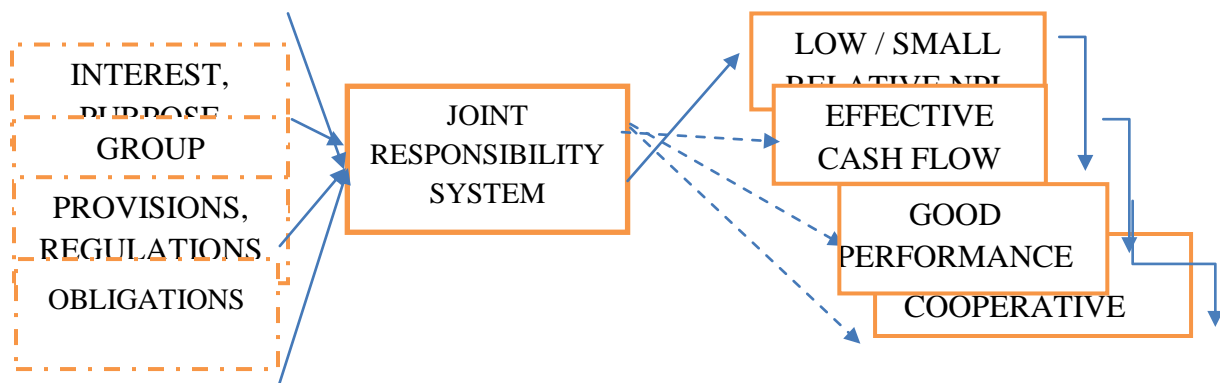
## **DISCUSSION**

### **Identify Major Propositions**

Based on the results of the minor propositions that have been written in the above sub-chapter, namely: "The financing strategy with the Joint Responsibility System is able to improve the performance of cooperatives and the value of cooperatives". As well as having partially discussed several themes such as financing strategies, the Joint

Responsibility System, cooperative performance, and cooperative value, it can be seen that these minor propositions are related to one another. This relationship can be illustrated by the following drawing model:

**Figure 1 Research Findings Model**



Based on the findings of the model above, it is known that the cooperative has a good financing strategy, such as investment financing, partnerships in financing, operational financing, and a financing system. Investment financing is carried out by the cooperative. The meaning here is if the members participate in investing as shares (investment) to own the business: for example, a restaurant which is the capital of the cooperative, the members and the entrepreneur.

The partnership in financing carried out by the cooperative is a collaboration of the banking sector as a partner in providing credit to members, which is quite large apart from the Joint Responsibility System applied to the group, because this is individual or independent financing that is used for individual businesses which are also members. cooperative.

Operational financing that is routinely carried out by this cooperative is financing made by cooperatives to all members, especially those in groups that use the Joint Responsibility System, initiative financing, for businesses. This is in line with research from the cooperative financing system which includes individual financing and financing with a Responsibility System. Together. In this case, it has different responsibilities because the way it is done is also different. This financing strategy cannot be separated from the groups that are formed with existing activities in the cooperative and also the members in it. A group is a collection of people who work together to carry out activities as one. The role of the group here is in the sense of a unit that has the same ties and goals, has identity, solidarity and is not much in numbers. The role of the group in this

cooperative is a bridge to achieve the objectives of the cooperative, in the sense that each member has the responsibility to attend every meeting every month, and must complete existing obligations and responsibility for selecting each member who carries out financing transactions and also existing problems. in the group. The group's function is to form mutually beneficial cooperation from life's problems, to facilitate work, and to foster a democratic climate in social life. Within the group, this cooperative has a Joint Responsibility System, where the Joint Responsibility System between this cooperative and the group must be transparent.

Transparency is the openness of each member and also the management for all activities carried out related to developments in the cooperative. The function of transparency is related to the financing provided and the processes that are carried out, starting from submission to disbursement of finance. So, if the cooperative transparent group is also transparent in delivering information, it can carry out evaluations easily and have a performance and value that can be justified for the results.

The performance of cooperatives includes: such as conducting routine meetings and year-end meetings, as well as assessing profitability in the form of rewards, as well as large loans if indeed needed by members and the cooperative can fulfill them according to needs and will be adjusted by members and cooperatives. If the cooperative's performance is good, it is undeniable that this cooperative has value, both the value of the cooperative and the value of the members in order to realize the welfare of the institution and the welfare of its members. By providing loans to members in the amount of 30 million Sp1 and 10 million Sp 2 without collateral with a joint responsibility system, this indicates the cooperative's ability to develop because it has large enough funds and nearly 10 thousand members.

## CONCLUSION

From the results of the analysis and processing of data obtained from informants, it can be concluded into several things including: to move the wheels of the economy, cooperatives apply a Joint Responsibility System to members, which must be carried out in each group of all existing activities. The member must bear the loss on the loan of the member who is late in making installment payments. Give a bailout or pay off other members' installments in advance. In the group there are financing or credit activities. Harmony, mutual cooperation, deliberation and consensus are always carried out in every activity that will be carried out in a group. The cooperative also provides educational facilities, training for members. Scholarships are also given to the sons and daughters of members who excel. Health insurance for all members and family members is also provided. Skills, arts, recitation and refreshing are also given to all members. The Joint Responsibility System applied to cooperatives whose activities are

carried out in each group, are carried out in accordance with existing regulations, Standard Operating Procedures (SOP); Group members are the key to the success / success of the cooperative; The risk of financing becomes small for cooperatives because the Joint Responsibility System has been implemented by members properly according to the SOP. In this matter, members determine and approve what the group's activities are, for example: there is a proposal for financing, so all must sign an agreement, acceptance of new members, all members also take into account. In essence, all decisions are with the members in the group and are resolved in the group completely, because the risk lies with the group, who will bear the losses. So that the NPL becomes low; The Field Selection Supervisor and the person in charge and representatives of the person in charge play an active role in every activity and problem that exists in the group, and are fully responsible for the group; because the biggest risk lies with group members, the person in charge of the group (PJ), and field managers (PPL). The cooperative conducts reviews and evaluations on members of the PJ and PPL regularly (every month), and provides a good manager's reword (meets the requirements). So the cooperative treats its members and administrators well; and cooperatives are member-based organizations of all existing activities that have been carried out, so the financial performance of the cooperatives can run well. In the sense that the current cooperative performance is good.

Cooperatives must be able to improve and maintain the reputation and activities that have been running so far, as well as maintain the name that has been carried so far; Cooperatives must strive to advance and expand and widen the business network for future development; The welfare of members must still be considered, because the size of the cooperative cannot be separated from the comfort of the members in it. The existing MSEs also still have to find (solutions) to accommodate the sales of their products to make it more advanced.

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