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ON THE FUTURE OF URBAN
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Foreword

Urbanization has been the main issue following people's intention to afford better lives whose consequences not only spread spatially but also infiltrate in most social, economic, and political decisions making. The natural growth alone risks people to face the space competition, while rapid urbanization forces the poor and marginalized to cope with the highest risks under their lowest social resilience. However, whatever policies issued doesn't seem to retard its flow, and this becomes the so-called implacable problem in developing countries including Indonesia.

The idea of prosperity arose from the economic growth in urban area eventually turns the sudden migrants into informal sector doers which are less than their expectations. The imbalance of economic growth and the distributed welfare bears the slums beneath the shadow of skyscrapers as everyday's view. Food scarcity has no longer been an unforeseeable future of urban and peri-urban area due to rapid urbanization. Farmers change their perception on keeping their farms into building more advantageous business on them although the different skill needed in different occupation may lead them into the midst of economic vulnerability.

This proceeding is published regarding the face of urban and peri-urban area in Indonesia and also as part of the "International Conference on the Future of Urban and Peri-Urban Area 2001" held in Yogyakarta, Indonesia. This international conference also held in honor of **Prof. Dr. Hadi Sabari Yunus M.A., DRS**, who has started his retirement recently this year. Topics concerned in this book include enhancing capability of urban and peri-urban agriculture, rapid urbanization and its environmental impacts, and also the social, economic, and political issues in urban and peri-urban area. This proceeding consists of 30 papers written by 35 researchers from Indonesia.

We hope this proceeding will contribute to further discussions and researches in academic and institutional needs.

Dr. Sri Rum Giyarsih M.Si
Chief Committee of International Conference on the Future of Urban and Peri-Urban Area

In Yogyakarta, July, 2011

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MANAGEMENT COMPETENCY, MANAGER'S ENTREPRENEURSHIP CAPABILITY AND COOPERATIVE MEMBER'S PARTICIPATION

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Abstract

Cooperation is an umbrella organization to develop democratic economy and to assemble development potential through society member, and also to run economic activity in increasing standard of living of its member. The cooperation can effectively be an umbrella of 'economic politic' in empowering, struggling interest and sovereignty of community's economic. One of factors that become weaknesses of the cooperation in running its function is internal factors such as low human resources competence especially the competence of cooperation management which is still limited and also low sense of belonging of its member which is reflected through their low participation. Participation is a major problem in developing cooperation in Indonesia. The active member of cooperation is always less than registered member. This problem occurs in all types of cooperation. Member participation is essential to develop the cooperation healthily. The other factor is the role of management which is still far from expectation. This is because cooperation management still lack of proper insight, knowledge, and entrepreneur skill in managing cooperation as a strong enterprise which is able to face its competitors. This paper aims to discuss three important aspects in cooperation in Indonesia, namely: (1) aspect of management competence (2) aspect of manager entrepreneurship ability, and (3) aspect of member participation. The method that is used in this study is library research. The result of this study show that (1) the aim of cooperation is essentially to increase members' welfare both economically and non-economically; (2) Cooperation board is chosen from and by the member of cooperation through member's meeting, they represent the member and have duty to run cooperation management based on the result of cooperation member meeting; (3) the existence of manager in cooperation as an organization is significant for cooperation to be more develop and professional. In running his/her duties, a cooperation manager must have entrepreneurship's skills such as strong courage to take risks and high optimism, ability in applying creativity and innovation to start and to maintain new work, problem solving and take chances every day; (4) member participation in cooperation is essential because it influences the benefit gained by the members whether as owner or as customer of a cooperation.

Keywords: Management Competence, Entrepreneurship, and Member Participation.

I. Introduction

1.1 Background

Cooperative is a media for developing economic democracy and compiling the development potential through community members and conducting economic activities to lift the lives of its members. Cooperatives can effectively be the media or umbrella of "economic politics" in empowering and defending the interests and economic sovereignty of the people.

Mohammad Hatta on the First Day of Cooperatives speech, July 12, 1951, stated that cooperative has several tasks in increasing the prosperity of society, as viewed from the place, time and circumstances, namely:

"(1) To increase the production, especially production of food and craft, and the exchange needed in day-to-day activity by our people in their household, (2) To improve the quality of goods produced by the people, (3) To improve the distribution, the distribution of goods to the people; (4) To fix the price that is

beneficial to society, (5) To eliminate the exploitation from moneylenders, (6) To strengthen the integration of capital, (7) To maintain the rice storage barns or encourage each village to revive the village barn"(Mohammad Hatta, 1951: 11-12).

Casselman in Hendrodjogi (2002:24) argued that "Cooperation is an economic system with social constant", which means a cooperative is an economic system that contains social elements. So, according to Casselman, it contains of economic and social elements. Cooperative, as viewed from the economic elements, is emphasized in the way it works which based on economic motives, while the social element has more emphasis on the position of members of the cooperative (as an owner and a customer and the relationship among the members).

Cooperative has two dimensions i.e. as an idealized economic system and as a enterprise that is useful to fight for the economic activities in order to achieve member's welfare. Herman Soewardi (1986:5) suggested that cooperative can be viewed from two aspects which are: the macro aspects of cooperative economic system as mandated by Undang-Undang Dasar (Act) 1945 and the micro aspects of cooperative as a enterprise. Similar opinions expressed by Ibnu Soedjono states that:

"For Indonesian, cooperative has two functions, namely (1) as a means of aa constitution struggle in establishing economy based on economic democracy with cooperatives as its cornerstone, and (2) as the media and means of its members to advance and fulfill their interest in efforts of member's welfare

The dimensions of these cooperatives have been confirmed in the Cooperatives Act No. 25 of 1992, namely "Cooperative is a enterprise consisting of a cooperative or legal entity by basing its activities on the principle of cooperation as well as people's economic movement that based on the principle of the family". So, cooperative is a enterprise which roles as a media of its member's economic welfare, and also the people's economic movement in defending the idealized economic system.

One factor that may be the weakness of cooperative is the internal factor such as low capacity of human resources (HR) owned by cooperatives, especially the capability of the cooperative manager (board of directors and manager) which is still very limited, and the low sense of belonging reflected in the low member's participation. Yuyun Wirasmita (1992:5) stated that "the main problem encountered in the development of cooperatives in Indonesia is the issue of participation". The number of cooperative members who actively participate is always less than the number of the registered ones in any forms of cooperatives. In fact, the participation of members is the basis for cooperative development of a healthy manner.

In line with the performance of other cooperatives, as viewed from its image, independence, human resources, management, capital, business scope and scale, has not developed as expected (the Office of State Minister of Cooperatives and SMEs, 2000:6). All this time, this cooperative is seen as a small and limited, both its membership and business activities. Cooperatives are still regarded as the media of lower economic and less potential society to cooperate by other enterprises.

In the aspect of human resources, it must be admitted that the existence of limited knowledge and understanding of the cooperative managers about the nature, characteristics and techniques in running cooperative organization as a enterprise. Besides, personal or individual who is charged to manage the cooperative still has inadequate insight, knowledge and

entrepreneurial skills; therefore, it affects the development and performance of cooperatives, inadequate implementation of cooperative principles and the low participation of members. As a result, it impacts on the management of the cooperatives that have not been professional.

Armstrong in Al-Rasjid (1995:50) argued that human resources are the most important asset owned by an organization, while effective management is the key to the success of related organization. Therefore, empowering human resources directly involved in the business management is absolutely and thoroughly performed on all cooperative handling process thoroughly.

The importance of the role of board of directors and manager of the cooperative at this time is not as expected, because the board of directors and managers of cooperative still relatively do not have the adequate insight, knowledge and entrepreneurial skills to manage the cooperative as a formidable enterprise and to be able to face its competitors.

1.2 Problems

Based on the description on the background of previous thoughts, the issues to be discussed in this paper is limited to three important aspects, which are:

- 1) Aspects of Board of directors Competency,
- 2) Aspects of Manager's Entrepreneurship Capability Manager, and
- 3) Aspects of Participation of Cooperatives Members.

II Result and Discussion

2.1 Concept of Cooperative

The term "cooperative" means cooperation, although not all cooperation is in the sense of cooperative. Cooperation referred in cooperative is the cooperative between people or law entities which is planned to achieve a common goal that has been predetermined. The goal is to improve the welfare of the members, both economical and non economical.

In order to gain a clearer understanding of the cooperative, here are the opinions of some experts:

International Labor Organization (ILO) in its recommendation No. 127, Article 12 paragraph (1) as stated in Muslimin Nasution (2002:13) provides the limitation on cooperatives i.e. as an association of people who come voluntarily to work together to achieve a common goal through a democratically controlled organizations, to jointly distribute an amount of money in the form of capital required to achieve the common goal, and people who are willing to share responsibility to bear the risks of these activities, also to enjoy the benefits of such joint venture in accordance with capital contribution given by related people, then they utilize this organization together and directly.

According to the International Cooperative Alliance (ICA, 1995), the cooperative is a gathering people who are independently (autonomous) and voluntarily united to meet common interests in economy, social, culture and aspirations, through an enterprise (enterprise) which is jointly owned and democratically controlled.

Furthermore, Roy in Syamsudin Djahmat Roy (1997:40) said, "The cooperative is defined as a business voluntarily organized operating at cost which is owned capitalized and control by member patrons, sharing risk and benefits proportional to their participation ". He said that cooperative is defined as a secondary effort organized and financed by the owners of capital and observed by members; they jointly bear the risks and benefits which are divided proportionally according to their participation.

In Indonesia, the sense of formal cooperative is based on the provisions as stated in Law No. 25 of 1992 i.e. cooperative is an enterprise consisting of one person or cooperative's legal entity with the bases cooperative activities on the principle of cooperative as well as people's economic movement based on the principle of the family.

From these various definitions of cooperative, it seems that a cooperative is an organization formed together, for the benefit and usefulness of all its members. This is consistent with the meaning of organization defined by Gibson (1996:6) i.e. the organization is a coordinated unit consisting of at least two people working to achieve a particular goal or set of goals. While Robins (1996:5) defined organization as a consciously-coordinated social unit which consists of two or more people and functions on a relatively continuous basis to achieve a goal or a set of shared goals.

Based on these definitions, it can be argued that an organization has some characteristics as followed:

- a. Organization is formed of more than two people who joined in it.
- b. Organization has a goal that is expected to be achieved.
- c. Organization is relatively continuous or running in a long time.
- d. Organization is an organized media which means that it is managed systematically by people appointed and trusted to run the activities of the organization by its forming or members.

Thus, it becomes clear that social economic institutions or media are also included within the meaning of cooperative. But, according to Hanel (1989:27), not all definitions of cooperatives can be used generally and prevail throughout the world because each factor in each country provides a glimpse definition that seems to differ from one another. According to Hanel (1989:29), in order to be referred as a cooperative, there are following requirements that must be met:

1. A number of individuals who are united in a group on the basis of at least one similar interest or goal (Cooperative Group).
2. Cooperative group members are individually determined to achieve their goal i.e. to improve their economic and social situation, through joint efforts and mutual assistance (Self-Help of The Cooperative Group).
3. As an instrument (vehicle) to achieve the goal is by creating a cooperative which owned and nurtured together (Cooperative Enterprise).
4. Cooperatives are assigned to support the interests of their members, by providing/offering goods and services required by members in their economic activities, namely in the enterprise/business and/or each household (Charge or Principle of Member Promotion).

Associated with all four of these characteristics, Hanel (1989:30) further explained that cooperative is an autonomous economic organization which is owned by its members and assigned to support its members, as its partners/customers, or as its worker/employee, as in cooperative production.

That explanation gives instructions that the cooperative organization attaches as a whole with five essential elements, which are: (1) individual members, (2) economic activities of individual members, who are united on the basis of at least one similar economic interest into; (3) cooperative group, which is consciously committed to joint efforts and mutual assistance for the improvement of their economic and social conditions, through; (4) cooperatives, which are established permanently and owned and cultivated together, so as to create a; (5)

administrators and supervisors, while the manager is as the executor element and the extension of other elements, particularly from the board.

Members, administrators and managers as the core of human resources in the cooperative organization have the task of developing the internal and external cooperation by utilizing the potential of other resources as optimum as possible so that an integrated system of management in achieving the objectives of the cooperative can be obtained.

(2) Members

Members of cooperatives are the owners and users of services of the cooperative. According to Leon Garoyan, and Paul O. Mohn in Ign. Sukamdiyo (1996:124) stated that as the owners and users of services cooperatives, each member should be able to carry out their obligations, which are:

1. To accept and implement the statutes and decisions of the meeting.
2. To select and dismiss managers and supervisors.
3. To ratify and dismiss administrators and supervisors.
4. To approve important budget changes and investments.
5. To propose on examining the finances so that no diversion occurs.
6. To support capital for cooperatives in accordance with their respective capabilities.
7. To pay savings which become each member's duty.
8. To do transactions and be active in cooperative activities.
9. To give criticism and suggestions on the implementation of the management work.
10. To follow and encourage the development of cooperatives.

Roy (1981:426) stated that there are 8 (eight) aspects of power which are owned by cooperative members, namely: (1) understanding and agreeing to the laws, statutes, bylaws, and provisions of cooperatives, (2) appointing and dismissing the board, (3) taking part in discussions of financial, credit policy and others, (4) directing the board and employee policies to implement good business, (5) reminding the administrators and employees so that their actions do not harm to the members, (6) selecting and defining the regulatory and public accountants; (7) studying and examining the annual reports; and (8) participating if the cooperative needs to be dissolved or merged.

Furthermore, there are 7 (seven) aspects of responsibility that must be done members of cooperatives, namely: (1) participating in the share of equity (2) overseeing the cooperative through the board and other representatives, (3) becoming a full customer, (4) bearing the risk of cooperative business, (5) bearing the operational costs, (6) following the development of cooperatives, and (7) participating and being responsible in maintaining the continuity and development of cooperatives.

In order to do their rights and responsibilities, the members of cooperatives must have certain qualifications. According to Lazo in Roy (1981:429), there are 9 (nine) qualifications to be possessed by the members of cooperatives, which are: (1) they have the ability to manage business efficiently, (2) they have confidence against each cooperative, (3) their finances are stable and active in the business, (4) they know the value of goods and are conscious about the practices of buying and selling, (5) they really appreciate that every action must be efficient, (6) they have confidence; (7) they understand about the competition and do not expect to win every battle; (8) they are willing to sacrifice now for the good of the future; and (9) they have a concern about cooperatives, progress and success.

Based on the opinions of experts and the provisions of law on cooperatives can be concluded that cooperative members should actively participate in the cooperative, so that the

cooperative can realize the expectations of the members. Participation may be in the form of: (1) attending the meetings held by the cooperative and participating in brainstorming or constructive criticism as well as giving voice to the progress of the cooperative in any decision-making, (2) actively participating in cooperative capital accumulation, (3) actively participating in utilizing the services or service cooperatives and always being loyal to shop or transact with the cooperative, (4) participating in the supervision of the course of business organizations and cooperatives to avoid mistakes or abuse.

(3) Administrators/Boards

According to Article 29 of Law No. 25 of 1992, the board is the holder of the power of the members meeting elected from and by members of the cooperative, and in a members meeting has the duty to carry out the cooperative leadership in accordance with the decision of members meeting.

Leon Garayon and Paul O. Mohn in Hendrayogi (2000:138) stated that the board has ideal function and therefore it has broad functions, namely: (1) as the supreme decision maker (supreme decision center function), (2) as advice provider (advisory function), (3) as a supervisor or a person who can be trusted (trustee function), (4) as sentinels of the organization sustainability (perpetuating function), and (5) as a symbol (a symbolic function).

Furthermore, Marvin A. Schaars in Hendrajogi (2000:142) described that the issue of stewardship is only limited to duties, responsibilities and selection of board trustees; they have to:

- a. Formulate policies in accordance with what the objectives of the organization.
- b. Select competent managers and give reward (salary) in accordance with their capabilities, and establish their authority boundaries so no things conducted beyond their authority.
- c. Implement wisdoms that have been voiced by members.
- d. Choose managers at level of the head and downward.
- e. Dig capital and loans, as well as oversee the expenditures.

In accordance with the opinion, Roy (1981:437) stated that there are 9 (nine) kinds of policies that become the duty of the board in managing the cooperative, which are: (1) financial policy, (2) service policy; (3) pricing policy, (4) credit extension policy, (5) membership relations policy, (6) public relations policy, (7) employee relations policy, (8) internal operations policy, and (9) management development policy.

In order to implement the boards' function, role, duties and responsibilities, there are 5 (five) characteristics for the candidates to consider, which are: (1) having the capability of the work done (business judgment), (2) having the ability to lead (leadership capabilities), (3) working hard (work habits), (4) having good personal character (personal character), and (5) having good knowledge of cooperative principles (knowledge of cooperative principles). Conbia in Caska (2003:56).

(4) Supervisor

Similar to the position of the board, a supervisor is a part of cooperative organization who is appointed and dismissed by the members at the members meeting and responsible to the members meeting, with duty as an executive oversight of all activities in the cooperatives. Based on the Article 39 of Law No. 25 year of 1992 concerning Cooperatives, the Duties and Authority of Supervisors are as follows:

(1) Supervisors in charge:

- a. To supervise the implementation of cooperative policies and management
 - b. To make written report on the results of their supervision
- (2) Supervisory activities:
- a. To examine the records available to the cooperatives.
 - b. To obtain all information needed

Based on the above description, it can be concluded that the supervision is one of the most important part of the implementation of cooperative organizations. It is due to the importance to not only securing a cooperative business activity, but also to implement a part of the rights of members; in accordance with the principle of openness in the management of cooperatives.

(5) Manager

The presence of managers in the cooperative organization can't be avoided if the cooperative has grown large enough that want to be more professional. Generally, according to Rully Indrawan and Tati Suhartati Joesron (1993:63), the appointment of managers of cooperatives is due to: (1) the board election which is mostly based on "personality", not on expertise; (2) committee's limited tenure; (3) cooperative only as side job; (4) the difficulty in separating the interests between members who run private business and members who have to manage cooperatives; and (5) the lack of time and expertise.

Meanwhile, according to Hendrajogi (2002:163), a good manager must have the following qualifications: (1) intelligent, has the technical capability, in the sense that he should be able to solve the problems of physical resources; (2) has executive skills i.e. the ability to solve problems related to human resources by doing communication with their members, workers or lower-level managers and competitors; (3) creative i.e. able to create methods or new ways of work, thus making it more efficient; (4) has leadership skill so that is obeyed by subordinates; (6) has the organizational skills i.e. able to describe the operational activities of the business; (7) capable of taking decisions without hesitation; (8) capable of sorting out what is right and wrong; (9) flexible; (10) able to cooperate with others; and (11) capable to combine any views differences of subordinates, analyze and finally find a compromise between them.

2.1.2 Cooperative Organization Effectiveness

Among the experts of cooperative, there has been no uniformity of opinion on how and what the proper measure of the effectiveness of cooperative is, as disclosed by Blumle (Dulfer and Hamm, 1985). Even the experts of organization's behavior have no consensus of opinion on the definition of organization effectiveness that can be generally accepted (Steers, 1985; Robbins, 1994; Handoko, 2004). This difference is possible because experts often use different approach in understanding the effectiveness of an organization.

Robbins (1994) successfully identified four different approaches in organization effectiveness i.e. the goal attainment approach, the open system approach, the strategic constituencies approach, and the competing values approach.

The goal attainment approach is assumed to be the oldest approach in the study of organization effectiveness (Robbins, 1994). This approach sees that organization is a unity created deliberately and rational and has a definitive purpose. Therefore, the effectiveness of an organization must be seen from the objectives achieved. Likewise with the organization of cooperative enterprises, attention to the achievement of the cooperative objectives is very reasonable and precise.

Act No. 25 year of 1992 about Cooperatives states that the objective of cooperative is "...advancing the welfare of its members for specific and the society for general and also participating in developing the national economics system in order to create an advanced, fair, and prosper society based on Pancasila and Undang-Undang Dasar 1945".

Based on the essential elements in cooperative organization, as stated by Dulfer (1974), the objectives of cooperative is systematically divided into four main objectives, which are: (1) the personal individual system of aims of ever member; (2) the corresponding individual operational objective for the single members economy; (3) the system of aims and operational objective of cooperative group; (4) the operational objective for the cooperative enterprise.

The determination of objectives, concerning on whether what, how many, and how goods are produced or how and to whom the goods are distributed, is formulated democratically at the members meeting. The board and manager operationally describe the objectives of the group of cooperative to become the operational objectives of related cooperative. Whether they are achieved or not will determine the success of it in implementing "advantages of cooperation and, thus, produce sufficient promotional potential for the benefit of the members." (Hanel, 1985).

Since the purpose of the cooperative is to provide optimum services for its members, then in order to see its effectiveness from the organization point of view is by assessing how far it can provide benefit in the form of the best possible service for its members both in quantity and quality measures, as well as assessing how far the objectives achievement is.

Hanel (1989:105-107) stated that in order to measure cooperative there are three benchmarks to consider, namely: (1) business management efficiency; (2) related-to-construction efficiency; and (3) efficiency which based on its members' interest.

1. Business Management Efficiency is seen from how far a cooperative is managed efficiently in order to achieve its objectives as an independent institution.
2. Related-to-development efficiency is an assessment of the impacts that directly or indirectly caused by the cooperative contribution to the achievement of development goals.
3. Efficiency which based on its members' interests is a level where various service activities are supporting the activities of cooperative efforts, the interests of the members, and mutual goals of its members.

2.1.3 Competency of Cooperative Board

Under the conditions of increasing fierce competition, according to Tedy Herlambang, (2002:6) competency is something that can not be negotiable for an organization to survive. According to Rayendra L. Toruan (203:14) "Competence is an invaluable pearl as long as its owner is able to empower it well." Theories of management and organizational practices indicate that the quality of human resources become the main determinant of competitive advantage of an organization or institution, not least with cooperative enterprises. Cooperative organization as an enterprise may be superior if supported by competent human resources, especially the board.

Competence or competency is generally defined as "the ability to do something or for a task." Therefore, it can be said that a person has the competence to manage the job or, more specifically has competence to plan a series of activities to achieve the target. Here, competence generally refers to the ability to run a job or a part of a job competently, such as competence in planning functions. In addition, this term can also be used to say things that cause that ability, such as efficiency orientation. In this second sense, the term competency

refers to one set of behaviors that must be presented by related person in order to finish the tasks and work the functions of a position competently. Each competency is a dimension of discrete behaviors. It is relevant to the performance in related job.

Competence is described as the basic characteristics of a worker who uses the innermost part of his personality and can influence his behavior whenever he faces the job and ultimately affect the ability to produce his performance (Spencer and Spencer, 1993:9). While William Tate in his book *Developing Managerial Competences* (1995) suggested that "A Competence is external to the person; it is what he or she demonstrates in a job".

Furthermore, Hartanto (1998) provided a study of how man understand competences which consists of these following elements:

1. Intellectual competence i.e. the element associated with one's professional abilities which are realized in the form of knowledge, skills, abilities and experience.
2. Competence in cooperation networks i.e. competence in the form of cooperative relationship among organization members, co-workers with other interested parties who want to give their commitment to move forward together.
3. Competence of credibility i.e. competence that need to be sustainable because an organization exists in a dynamic environment.

While the experts of competence who are members of the Hay-McBer (pioneered by McClelland, Boyatzis, Spencer & Spencer), as quoted by Syaiful F Prihadi, suggested five types of competence, which are:

- 1) Motives are the things a person consistently thinks or wants that cause action. Motives "drive, direct and select" behavior leads to actions or specific goals and away from others.
- 2) Traits are the physical characteristics and consistent responses to situations or information.
- 3) Self-concept which includes the attitudes, values, or a person's self image.
- 4) Knowledge refers to information held by a person in a particular content area.
- 5) Skill is the ability to perform physical or mental tasks.

Furthermore, Spenser and Spencer (1993:25-89) suggested that the competence of a person can be divided into six groups or clusters and 18 indicators of competence, as illustrated in Table 2.1. While Rowe (1995:14), whose argument is based on the results of research conducted for several years in some major industries in the United States, split competence into three groups that can be the identification of general competence of an employee, namely: a) Eligibility, related to the answer of "whether an employee has the knowledge and qualifications required?"; b) Suitability, related to the answer of "whether an employee has the required skills, both physically and mentally?"; and c) Ability, related to the answer of "whether an employee can carry out activities that are expected?" (Rowe; 1995:14).

Table 2.1. Competency Model by Spenser and Spencer

Competencies	Indicators
Competency of achievement and action	Achievement orientation Attention to neatness, quality, and carefulness Initiative Search of information
Competency of service	Empathy Orientation of service and satisfaction

Competency to influence others	Supporting and influencing Organize awareness Establishing working relationships
Managerial competency	Developing others Direction Group work and collaboration
Skill competency	Analytical thinking Conceptual thinking Technical expertise
Self-efficacy	Self-control Self-confidence Flexibility

Source: Spencer and Spencer (1993)

Most of the new cooperatives fail due to the entrepreneurs who don't have balance in enterprise experience. According to Arthur A. Kuriloff and John M Memphill, Jr. and Douglas Cloud (1993), there are four major forces required to achieve a balanced experience, namely:

- a. Technical Competence in the chosen business which obviously needs knowledge, healthy interpersonal among cooperatives.
- b. Marketing Competence i.e. understand how to find a suitable market, how to identify customers and how to sell goods at prices that ensure business continuity.
- c. Financial Competence i.e. understand how to get and use money.
- d. Human Relations Competence i.e. able to develop relations or cooperation with other parties.

Opinion of some experts about competency, as described above, differs in the indicators of competencies required of a leader, including the leader of the cooperative. However, broadly, it can be concluded that the competence of a person including the board of cooperative can be represented by the indicators developed by Spencer and Spencer. Therefore, they are used as the basis of cooperative management competency measurement in this study.

2.1.4 Entrepreneurship Capability of Managers

2.1.4.1 Definition and Nature of Entrepreneurship

According to Holt in Benedicta (2003:21), the term entrepreneurship is the equivalent word for *entrepreneur* (French), which has been known at least since the 17th century. The Concise Oxford French Dictionary defines the word *entrepreneur*, which derived from the verb *entrepredre*, as to undertake (to run, do, try), to set about (start), to begin (initiate); to attempt (try). The word "entrepreneur" in Bahasa Indonesia is "wirausaha" which is a combination of the word "wira" (= brave, strong) and "usaha" (=business). Thus, *wirausaha* is a brave or mighty man in the business. Entrepreneurship means individuals who enter the undertakers i.e. those who take risks in opening new business.

Epistimologically, according to Suryana (2001:4), entrepreneurship is a value that is needed to start a business (star-up phase) or a process of working on a new business (creative) and something different (innovative). Meanwhile, Thomas W. Zimmerer (1996:51) thought entrepreneurship as "applying creativity and innovation to solve the problems and to exploit opportunities that people face everyday ". It is the application of creativity and innovation to solve problems and efforts to exploit opportunities found every day. It is a combination of

creativity, innovation, and courage to face the risk by working hardly to start and maintain new business.

In cooperatives, the main function of entrepreneurs is finding and implementing cooperative opportunities (Jochen Ropke, 1995:53), because the main activity of cooperative entrepreneurs is to find and carry out cooperative opportunities. Cooperative development is driven by entrepreneurs, not by money, the government or its contributors / donors.

Furthermore Ropke explained that there are four types of cooperative entrepreneurship, which are:

1. Cooperatives entrepreneurs who are part of the group members and can be elected to serve the cooperative leadership: member entrepreneurs;
2. Cooperatives entrepreneurs who serves as "manager" cooperative enterprise: manager entrepreneurs;
3. Cooperatives entrepreneurs who are part of the administration or *parastata*: bureaucracy entrepreneurs;
4. Cooperatives entrepreneurs who are members of other non-cooperation organizations (such as schools, universities, donors and sponsors, the church), which provide career possibilities and encouragement that does not depend on the cooperatives entrepreneurs, even help the cooperative entrepreneurs: catalytic entrepreneurs. (1995:51)

In a cooperative, an entrepreneur is an initiator or organizer who has a strategic role for a cooperative. Research of McBer & Co. in the United States on small businesses (in Zimmerer & Scarborough, 1998) found nine characteristics of successful entrepreneurs, which are divided into three categories, namely: (1) proactive which means high initiative and assertiveness, (2) achievement orientation i.e. sees the opportunity and acts immediately, has efficiency orientation, emphasizes work with high quality, systematic planning, monitoring, (3) commitments with other parties i.e. a high commitment to the job, and realize the fundamental importance of business relationships. In the study of Imam Santoso Sukardi (2000:56), there are nine natures possessed by entrepreneurs, which are: nature of instrument, nature to make achievement, nature of flexibility outgoing, nature of hard working, nature of self-belief, nature to take calculated risks, nature of self-control, nature to be innovative, and nature of independence.

2.1.4.2 Creativity and Innovation

According to Holt in Benedicta (2003:10), creativity means "to bring something new into existence". Creative and innovative natures are the personality natures that most widely discussed by experts in relation to entrepreneurship. Holt emphasized that in order to become successful entrepreneurs there are two conditions that must be met i.e. creative and innovative. Besides, entrepreneurs must learn to practice innovation systematically. According to him, innovation is a special tool for entrepreneurs. Further explained that entrepreneurship provides benefits to society through creative destruction i.e. changing the existing products, processes, ideas and *bisnis* with the new ones. Therefore, small businesses become a driving force in the development of new technologies. Creativity gives more emphasis in abilities rather than activities. Thus, a person called creative if he has ideas/new ideas without having to realize the idea. Innovation is the process of doing something new. A new idea has a value if it can be applied to a product, process or service. Therefore, innovation means the transformation of creative ideas on the useful application. Creativity is a prerequisite for innovation.

Entrepreneurs' creativity is the ability to implement creative ideas for the betterment of the business. The idea doesn't have to be new but has to be the new solution applied in the process of creating and selling goods or services to market. New ideas could be related to the goods or services, the ability to analyze new markets, the ways of producing and marketing goods or services, or how to obtain new sources for the production, marketing, or even how to manage the employee.

The researchers such as Amabile, Barron, Eysenck, Gough, and HacKinnon (in Benedicta, 2003:44) agreed that there are certain personality natures that characterize someone's creativity, such as making independent assessment, self-confidence, complexity preference, aesthetic orientation, and dare to take risks. Yuyun Wirasasmita (1994:7) stated that innovative entrepreneurs are creative and confident with the new and better ways. Their characteristics are:

- a. They are never satisfied with the ways applied today, although they are pretty good.
- b. They always pour the imagination at work.
- c. They always want to be different or always take advantage of the difference.

Based on the opinion of some experts above, it can be concluded that creativity emphasizes on the emergence of new ideas, whereas innovation is more related to the implementation of ideas into useful products. Thus, creativity is a prerequisite for innovation.

2.1.4.3 Courage to Bear the Risks

The nature of willingness and ability to take risks is one of the main values of entrepreneurship. Entrepreneurs who do not take the risk will be difficult to start or initiate. According to Yuyun Wirasasmita (1999:2), an entrepreneur who dares to risk is a person who always wants to be the winner and wins things in good ways. Thus, an entrepreneur is someone who prefers to more challenging efforts to achieve business success or failure to less challenging efforts. Therefore, entrepreneurs do not like the risks that are too low or too high. The lower the risk is, the lower the success will be. Conversely, the higher the risk is, the higher the success will be; although the higher failure is need to consider also. Therefore, the courage to take risks possesses by entrepreneur is the courage that accompanied by assessment and reality.

From the above description, it can be concluded that the boards and managers of cooperatives are demanded a high courage in taking risks with calculation coupled with optimism. Therefore, optimism and courage to take the most balanced risk is moderate. It has been stated that risk taking is related to self-confidence, which means that the greater a person believes in his own abilities, the greater the self-confidence on the ability to influence the results and decision; also, the greater the willingness to try things that consider to be risky by other people.

Thus, the risk takers prefer the challenges and opportunities, and therefore they are found in people who are creative and innovative. Indicators that can be used are: (1) self-confidence, (2) willingness to use skills in seeking opportunities and possibilities to make a profit, and (3) the ability to realistically assess the risk situation.

2.1.4.4 Managerial Skill

Management aspect in the cooperative is a necessity that can not be delayed given the progress of cooperative development that mainly conducted by people existing in the cooperative. Board as one of the personal in the cooperative must have good managerial skills.

always pay attention to the combination of needs in giving the orders, so the selection of the desired strategy can be applied and encourage others to work with pleasure.

Moving in order to successfully work with others, entrepreneurs should have a deep understanding of the motivation process and the steps to be taken to motivate members of the organization. According to Masykur Wiratmo (2001:204), it is defined as a state within the individual that causes them to behave in a way that ensures the goal's achievement. The more entrepreneurs understand the behavior of members of the organization, the more they are able to influence their behavior and make them to be more consistent in achieving the organization's goal. Thus it can be concluded that the productivity in all organizations is the result of the behavior of their members; and, influencing the behavior is the key for entrepreneurs to improve performance.

(D) Overseeing Function

Overseeing as a managerial activity that examines the performance and justifies it whenever necessary is part of managerial control functions. According to Masykur Wiratmo (2001:269), supervision is the systematic effort in business management to compare the existing performance with the standard one, a plan or goal that has been determined in advance to determine whether performance is in line with the standard or not, and to take corrective action against the utilization of human resources and cooperative resource effectively and efficiently.

In connection with this supervision, Sukamdiyo (1996:44) stated that "supervision can be defined as the process to establish what work has already implemented, assessed, and corrected, with the intention that the implementation of the work is in accordance with the original plan". By supervising, there are things to expect i.e.: (1) the progress made in implementing the plan can be understood or ascertained, (2) the direction of development and the results that expected to achieve can be predicted, (3) the action required in facing the problems can be determined, (4) input in improving the plan in the future can be given, (5) any deviation from the plan can be understood as early as possible. So that what has been planned can be manifested into reality, according to Sukamdiyo (1996:45), a leader must: (1) has the standard as a guide (gauge), (2) conducts supervision activities, (3) compares the results with the standards (evaluate), and (4) conducts correction action.

Standards are used to follow the eight general areas: (a) profitability standards, (b) standards of market position, (c) standards of productivity, (d) standards of product leadership, (e) standards of personnel development, (f) standards of employee attitudes; (g) standards of civic responsibility, and (h) standards that reflects the relative balance between short-term goals and long-term ones.

All management functions must be implemented by all of the groups in the organization management, including the cooperative organization. The boards and managers must be able to perform the management functions in accordance with their authority and responsibility, because without the ability to perform management functions, the cooperative will not work properly.

2.1.5 Members Participation

2.1.5.1 Definition of Participation

According to Wang (1981), participation is a process of action taken by a person or group of persons to reflect the interests or to coordinate the inputs owned to an institution or system which arrange them. While Rusidi (1983) suggested that participation as a person's

participation in an activity organized by a party (groups, associations, organizations, etc.) in which participation is embodied in the form of the outpouring of energy, thoughts and or funds (materials). Furthermore, Keith Davis (1990) argued that participation is mental and emotional involvement of people in group situations that encourage them to contribute to the group's goals and responsibilities in achieving them. The forms of participation are thought, effort and money.

The role of members' participation in the cooperative organization is one key factor that determines the reciprocation of a cooperative. It is due to the fact that cooperative organizations have dual identity i.e. members as the owners and members as the customers/users.

2.1.5.2 Dimension of Participation

Hans Münker, Alfred Hanel and Röpke stated that members of cooperative are "Members is owners and costumers is users". In another part, it is elaborated that the dimension of the member's participation in cooperative is in accordance with the dual roles of the members as characterized by the principles of identity (Hanel, 1989:60), which are:

- 1) In their position as owners, the members:
 - (a) Give contribution to the formation and growth of cooperatives in the form of financial contributions (equity or stock, the establishment of reserves, deposits) through their personal efforts;
 - (b) Taking part in goal setting, decision making and in the process of governance oversight of cooperative living.
- 2) In their position as costumers/users, members utilize a variety of potential provided by the cooperatives to support their interests.

Furthermore, Hanel (1989:60-61) suggested that the dimensions of participation are related to each other, as described follows:

- 1) Members of cooperatives will participate actively if the cooperative can support their interests/needs and services (goods and services) are offered at a price, quality or terms which are favorable when compared with non-cooperative.
- 2) In order to fulfill the needs and implement the services of its members, members must approve in accordance with the provisions of the organization to participate in the financing needed in implementing the cooperative activities of the organization.
- 3) In order to make the members participate actively in the financing required by the organization of cooperatives, the members should have equal rights and opportunities as well as motivated, and able to participate in making decisions about goals to achieve and to supervise the activities of the cooperative organization.

Then, in the other parts, Röpke (1989:104) distinguished the dimension of the member's participation based on the principle of dual identity, which is (1). Members participate in contributing or mobilizing resources; (2). Members participate (share) in the benefits; (3) Members participate in decision making.

These three aspects of participation are related to one another; members who do not enjoy the benefits will not combine their resources; otherwise the cooperative's benefits will not be given to members who can not or will not participate in making decisions on the cooperative.

From all of the experts' views described above, it is agreed that the participation of members of the cooperative is very essential because the level of member participation will

affect the benefits to be gained by members either as owner or as a customer of a cooperative. Besides, it also has its own dimension when compared to other enterprises; this is due to the nature of dual identity that is owned by cooperative organizations.

III Conclusion

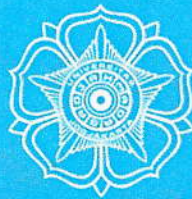
Based on the discussion in the previous chapter, it can be concluded that:

- 3.1. Naturally, the objective of cooperatives is to improve the welfare of the members, both economical and non economical.
- 3.2. The Board of Cooperative is the power holder of a members meeting who is elected from and by members of the cooperative in a meeting members and has duty to carry out the leadership cooperative in accordance with the decision of the members meeting. Thus, the board of cooperative has several functions and roles which are very important for the effectiveness of cooperative organizations. The board has a function as the highest decision-making centers (centers supreme decision function); as a conduit of advice (advisory function); as a supervisor or a person who can be trusted (trustee fuction); as a guard of the sustainability of the organization (perpetuating function); and as a symbol (symbolic function). In order to perform the function, role, duties and responsibilities, the board of cooperative must consider the 5 (five) characteristics for the board candidates, which are: (1) has the capability of the work done (business judgment), (2) has the ability to lead (leadership capabilities), (3) works hard (work habits), (4) has a good personal character, and (5) has a good knowledge of cooperative principles.
- 3.3. The existence of managers in cooperative organization is essential to develop it to be more professional. In carrying out the job, the manager must have the entrepreneurial ability i.e. the high courage in taking risks with the calculation which coupled with high optimism, creativity and ability in the application of innovation to start and maintain new business, capability to solve problems and attemption to exploit opportunities found every day.
- 3.4. The member's participation in the cooperative is very essential because the level of member's participation will affect the benefits to be gained by members either as owners or as customers of a cooperative. In their capacity as owners, members of the cooperative must: (a) contribute to the formation and growth of cooperatives in the form of financial contribution (equity or stock, the establishment of reserves, deposits) through their personal efforts, (b) take part in the determination objectives, decision making and in the process of governance oversight of cooperative living. In addition, in their position as customers/users, members utilize a variety of potential members provided by a cooperative to support their interests.

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