THE IMPLEMENTATION OF SOCIAL CAPITAL IN THE MANAGEMENT OF FISHERIES COOPERATIVES
(Study at the Maya Rita Sentosa Cooperative Tondonggeu Village Nambo District Kendari City)

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ABSTRACT

Tondonggeu Town, Nambo Region, Kendari City is a waterfront area with bountiful potential for fisheries area. The only village in Nambo District with a Fisheries cooperative organisation known as Koperasi Maya Rita Sentosa is Tondonggeu Village. The Maya Rita Sentosa Cooperative's origins and continued existence are intriguing topics that researchers should investigate in greater depth. The goals of this study were the Maya Rita Sentosa Cooperative's implementation of management functions and the impact of social capital on management. The study was conducted between December 2021 and October 2022. The number of respondents, specifically all individuals from the helpful Maya Rita Sentosa, was 36. The research variables used are Cooperative Management (Planning, organising, directing, and supervising) and Social Capital (trust, network, social norms, and participation). Information investigation utilising Different Direct Relapses. With an average score of 12.43, the study demonstrates that the Maya Rita Sentosa Cooperative's social capital, including trust, network, social norms, and participation, is high. The Maya Rita Sentosa Cooperative's overall implementation of management functions, including Planning, organising, direction, and supervision, receives an average score of 12.85, placing it in the high category. From the consequences of numerous direct relapse tests, the impact of social capital factors such as trust, organisation, accepted practices, and interest in the administration of cooperatives shows that trust, organisation and normal practices have a massive impact. At the same time, the investment variable makes no difference. Important effect.

Keywords: cooperative management; cooperatives; social capital.

INTRODUCTION

In Indonesia, social capital is rarely considered, but globally there is a growing understanding that social capital is one of the determining variables in the turn of financial events. Faedulloh (2015) states that economic development must be oriented towards social capital. As friendly creatures, humans cannot live alone. Seeing the important role of social capital, I think cooperatives are the right organisations to characterise themselves as individual relationships that underscore the changeability of human events. Fukuyama (2002) believes that social, cultural, economic, and political capital are essential for successful development.

Cooperatives are business entities whose members are individuals or cooperative legal entities, with their activities based on cooperative principles and a people's economic movement based on the principle of kinship (Indonesia et al., 1995). Fisheries Cooperatives are cooperatives engaged in fisheries. To jointly build an advanced, just and prosperous society based on the Pancasila of the 1945 Constitution, fisheries cooperatives strive for the welfare of their members and coastal communities.
Maya Rita Sentosa Cooperative, a fisheries cooperative, was established in March 2017 in Tondonggeu District. It is hoped that the Maya Rita Sentosa Cooperative will (a) reduce the need for fishermen for capital from other financial institutions, (b) become a learning platform for fishermen to develop cooperation that benefits both parties and (c) encourage fishermen to save. According to (Fattah, 2010), cooperative quality management must have strong human resource capabilities to succeed. Management's ability to manage the business is critical to the success of the cooperative. According to (Mubarok, 2019), management functions in general, namely planning, organising, directing, and controlling, are very important for the growth and success of the company. When management functions are utilised, businesses can benefit from increased production and operational efficiency.

In managing the Maya Rita Sentosa Cooperative, it is undeniable that problems are encountered, ranging from delays in returning capital, regulations that are not adhered to, and internal problems. The chairman of the cooperative, who plays a dual role, takes over the position. Based on the current phenomenon, cooperative management must increase social capital through trust, norms or values, networking, and member participation. Cooperative Management must deal with the inequality of social capital if they want to continue to grow and survive in the face of challenges. This research is somewhat different from research conducted by Putri and Fitrayati (2014), stating that social capital is a factor that can help the growth of cooperative business units, such as Cooperative business growth is influenced by social values, social norms, reciprocity, member participation, and trust. This study aims to determine the use of social capital of the Maya Rita Sentosa Cooperative in the form of trust, networks, social norms, and participation, as well as the implementation of the management functions of the Maya Rita Sentosa Cooperative, such as Planning, organising, directing, and monitoring and the impact of social capital on management at the Maya Rita Cooperative Sentosa.

**MATERIALS AND METHODS**

This research was conducted in the Tondonggeu Village, Nambo District, Kendari City. This research took place from December 2021 to October 2022. Thirty-six Maya Rita Sentosa Cooperative members, 3 administrators, 3 supervisors, and 30 members constitute the study population. Using the census method to select the sample for this study, the entire population was used as the sample. Types and sources of information that utilise essential information and additional information. The factors in this study are the personality of the respondent, which includes (age, gender, education level, number of family dependents and years of service of cooperative members), social capital including (trust, network, social norms and participation), and management functions including (Planning, organising, directing and supervising).

The Maya Rita Sentosa Cooperative members were surveyed using a questionnaire prepared by the researcher, and interviews and a literature review were used to collect data for this study. Questionnaire responses were selected using a Likert scale from one of three possible responses for each question. Examination variables were estimated by describing markers as items with a score of 1-3 responses. Score three if you agree, two if you disagree, and one if you disagree. The Rogers interval formula Sudjana (2005) is used to answer the formulation of problems 1 and 2. It is measured using class intervals by classifying high, medium and low:

\[
I = \frac{J}{K}
\]

**Description:** $I =$ Class Interval; $J =$ Spread Distance (high score – low score); $K =$ Number of classes

Using SPSS 20 and multiple linear regression analysis to determine how social capital affects the management of the Maya Rita Sentosa fishing cooperative. In this study, there is more than one independent variable, so it uses a multiple linear regression equation with the following equation formula:

\[
Y = \alpha + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e
\]

**Description:** $Y =$ Social Capital on Maya Rita Sentosa Cooperative Management, $\alpha =$ Constant, $b =$ Correlation Coefficient, $X_1 =$ Trust, $X_2 =$ Network, $X_3 =$ Social Norms, $X_4 =$ Participation $e =$ Error term.
RESULTS AND DISCUSSION

Respondent Identity

Data or information that describes or describes the respondent, who is the research subject, is referred to as the respondent’s identity in this study. Examples include age, education level, number of family dependents and years of service as a cooperative member. To get a clear picture of who the respondents studied can be seen in Table 1.

Table 1. Respondent’s identity

<table>
<thead>
<tr>
<th>No</th>
<th>Characteristics</th>
<th>Number of Respondents (% Soul)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>15-35</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>36-55</td>
<td>25</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>&gt;55</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>2.</td>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Man</td>
<td>20</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Woman</td>
<td>16</td>
<td>44</td>
</tr>
<tr>
<td>3.</td>
<td>Level of education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Graduated from elementary school</td>
<td>10</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>Middle school graduate</td>
<td>11</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>Graduated from high school</td>
<td>13</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Diploma/S1</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>4.</td>
<td>Number of Family Dependents</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>&lt; 3 (Small Family)</td>
<td>15</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>4-6 (Medium Family)</td>
<td>18</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>&gt; 6 (Big Family)</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>5.</td>
<td>Years of service</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>New &gt; 3</td>
<td>30</td>
<td>83</td>
</tr>
<tr>
<td></td>
<td>Old &lt; 3</td>
<td>6</td>
<td>17</td>
</tr>
</tbody>
</table>

Table 1 shows that the Maya Rita Sentosa Cooperative is managed by members, with the majority being of productive age, namely 36-55. Men dominate the gender of members of the Maya Rita Sentosa Cooperative. The level of education in the Maya Rita Sentosa Cooperative is quite good because most members have an upper level of education. The number of dependents of the Maya Rita Sentosa Cooperative members varies, namely around 4-6 family members. The working period of the management or the Maya Rita Sentosa Cooperative members has a total working period of more than 3 years.

Application of Social Capital to the Maya Rita Sentosa Cooperative

1. Trust

Trust is the most important component of social capital because it is the glue that unites community groups for a long time. With trust, people will be able to work together more effectively. The growing trust of management and members of cooperatives is an asset in increasing the activities of cooperatives and members. The application of the level of trust in the Maya Rita Sentosa Cooperative is seen in Table 2.

Table 2. Application of trust in the Maya Rita Sentosa Cooperative

<table>
<thead>
<tr>
<th>No</th>
<th>Trust Component</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Prefer to borrow from a cooperative rather than a bank because they feel safe participating in a cooperative.</td>
<td>2.52</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>Loan interest returns in cooperatives are lower.</td>
<td>2.63</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>Cooperatives provide services to members in a friendly, smooth and good manner</td>
<td>2.44</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>Cooperatives become a place to meet the needs of people’s lives There is a tolerance for late loan repayments</td>
<td>2.16</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td>2.47</td>
<td>Tall</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>12.22</td>
<td></td>
</tr>
<tr>
<td>Trust Score</td>
<td></td>
<td>2.44</td>
<td>Tall</td>
</tr>
</tbody>
</table>
Table 2 shows that the implementation of trust in the Maya Rita Sentosa Cooperative has a high level of trust. The sense of trust in cooperative members can be seen when they prefer to borrow from cooperatives rather than at banks or elsewhere. A good sense of trust among cooperative members will make cooperating to achieve collective goals easier. The level of familiarity in the Maya Rita Sentosa Cooperative can also be good. This is because most cooperative members are relatives and neighbours with backgrounds that are not much different, so members feel smooth in carrying out services to the cooperative. Running cooperative activities is also important to apply the value of honesty because it can reflect a person’s behaviour. In the Maya Rita Sentosa Cooperative, the value of honesty is seen when members make capital loans for fishing businesses and use them properly, not for other purposes. Tolerance is also applied when members are late repaying loan funds in running cooperatives. Most cooperative members’ livelihoods are at sea, and their income is uncertain. This follows research (Faedilluloh, 2015) that the core of trust is capital. Trust is built in the cooperative movement by consistently applying cooperative values by; self-sufficiency, equality, justice and solidarity/solidarity.

2. Network
The connection that exists between the individual and the community is what forms the network. Various groups show signs of connectedness at both the local and higher levels. For the group to continue to work together and synergise, it is necessary to have a strong network among members. In addition, meetings, for example, cooperatives, can establish a comfortable relationship. According to, social capital can be considered important because of the network. The network application in the Maya Rita Sentosa Fisheries Cooperative is seen in Table 3.

<table>
<thead>
<tr>
<th>No</th>
<th>Network Components</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>A family relationship is created between individuals by holding regular meetings once a month</td>
<td>2.61</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>There is interaction with the local community regarding the benefits of cooperatives.</td>
<td>2.41</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>Gain experience and knowledge from similar cooperative groups</td>
<td>2.50</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>There is a mutually beneficial reciprocal relationship between the local government and the cooperative</td>
<td>2.27</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>Establish partnerships with government and non-government institutions to obtain cooperative facilities and infrastructure</td>
<td>2.63</td>
<td>Tall</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>12.44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Network Score</td>
<td>2.40</td>
<td>Tall</td>
</tr>
</tbody>
</table>

Table 3 shows that the Maya Rita Sentosa Cooperative network application has a high network level. Networks between individuals in cooperatives can be seen when each individual establishes communication between fellow administrators and members so that the flow of information within the cooperative runs well. Networks that are well established internally in cooperatives are a reflection of cooperatives to establish relationships with communities within the scope of cooperatives. The existence of cooperatives in the community is a forum for community empowerment and a forum for obtaining capital. However, only cooperative members can make loans in the Maya Rita Sentosa Cooperative. Other than that, it is not permitted. Cooperatives also establish cooperation between similar cooperatives to add information. The nature of cooperative relations built with similar cooperatives is only limited to exchanging information. Other than that, there is no. The Maya Rita Sentosa Cooperative cannot exist without a human resource management system developed by the local government, the Tondonggeu Village government. However, the cooperation established with the government is limited to issuing business licenses to obtain institutional legality. The Maya Rita Sentosa Cooperatives energises to obtain capital from Bank Indonesia, PT Tiara Abadi Sentosa, and the Kendari City Cooperatives and Fisheries Office.

According to this, every business person with a broad organisation will benefit more from the strength of their connections. Respondents’ access to the information they need, ease of entry into the market, access to institutions, and innovation can all be facilitated by networks, which ultimately affect the performance of cooperatives.

3. Social Norms
The understanding, values, hopes, and goals shared by a group (society) constitute the norm. Moral guidelines, secular standards, and professional codes of ethics are all sources of norms. To
foster a climate of cooperation, standards are created and enforced (Wuysang, 2014). The application of social norms in the Maya Rita Sentosa Fisheries Cooperative is seen in Table 4.

Table 4. Application of social norms in the Maya Rita Sentosa Cooperative

<table>
<thead>
<tr>
<th>No</th>
<th>Components of Social Norms</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>There are rules used in fishing cooperatives, and they are willing to face sanctions if they violate them</td>
<td>2.55</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>Discipline in carrying out tasks directed by cooperative management within a specified period</td>
<td>2.52</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>There are good manners in establishing relationships between fellow members and cooperative management</td>
<td>2.47</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>Responsible for the trust given and carried out properly by the management of the cooperative.</td>
<td>2.47</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>Caring among fellow cooperative members to help when experiencing financial difficulties</td>
<td>2.33</td>
<td>Tall</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>12.40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social Norms Score</td>
<td>2.40</td>
<td>Tall</td>
</tr>
</tbody>
</table>

Table 4 shows that members of the Maya Rita Sentosa Cooperative have a relatively high level of social norms. Laws/sanctions that apply in the Maya Rita Sentosa Cooperative impose sanctions on cooperative members if they commit violations. In this study, the authors also saw cooperative members apply discipline, such as in carrying out assignments. The attitude of respect is also one of the important things in cooperatives because the cooperative principle, which is based on kinship, is the basis for forming cooperatives. In addition to mutual respect among fellow members, researchers also see that cooperative members are responsible for the mandate given in the division of tasks in cooperatives. Mutual attention and care for cooperative members can also be seen in the Maya Rita Sentosa Cooperative. This can be seen when cooperative members have problems related to the economy. According to (Sedana, 2011), social norms, usually unwritten rules such as respecting the opinions of others, not being suspicious of others, togetherness, etc., are included in social norms, which are institutionalised and can prevent individuals from committing deviant behaviour.

4. Participation

Participation is a desire that arises in every individual in society or between cooperative members for relationships that can work well together. The participation of each individual in the cooperative will require rules, responsibility and mutual trust of community members. Support is local, regional cooperation both exclusively and collectively with full awareness and obligations in the business sector (Koampa et al., 2015). The application of participation in the Maya Rita Sentosa Fishery Cooperative is seen in Table 5.

Table 5. Application of participation in the Maya Rita Sentosa Cooperative

<table>
<thead>
<tr>
<th>No</th>
<th>Participation Component</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Members, Management and Supervisors actively participate in Member Meetings.</td>
<td>2.72</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>Active in expressing opinions/suggestions/ideas/ideas/criticism in attending Member Meetings</td>
<td>2.33</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>Actively borrowing money from cooperatives to take advantage of the facilities they offer</td>
<td>2.50</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>Asking for solutions when facing economic problems</td>
<td>2.50</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>Consult with members, administrators and supervisors to resolve problems related to cooperatives</td>
<td>2.61</td>
<td>Tall</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>12.67</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Participation Score</td>
<td>2.53</td>
<td>Tall</td>
</tr>
</tbody>
</table>

Table 5 shows that members of the Maya Rita Sentosa Cooperative have a relatively high level of participation. Holding member meetings in cooperatives is a success factor in managing cooperatives. Members of the Maya Rita Sentosa Cooperative always hold an Annual Members Meeting in a year and other meetings outside the RAT related to important matters in the cooperative. In attending member meetings, the involvement of members in expressing opinions is considered
important. It’s just that some members want to be involved in expressing their opinions, criticisms and suggestions for the cooperative, and some others follow the meeting’s decisions. Like cooperatives in general, which are equipped with facilities, members of the Maya Rita Sentosa Cooperative also actively use the facilities provided by the cooperative. Some facilities include a production house equipped with equipment, business printing machines, and cages. It is not uncommon to find problems managing cooperatives, but in practice, problems in cooperatives can be solved by asking for solutions and holding deliberations with members.

According to (Hendar & Kusnadi, 2005) which confirms that member participation is very important for the growth of cooperatives because cooperatives cannot function effectively and efficiently without member participation. Another hypothesis that follows this study (Hendrani, Ningsih, & Fitri, 2015) is that one of the factors that can influence the success of cooperatives is member participation.

**Implementation of Cooperative Management at the Maya Rita Sentosa Cooperative**

Planning, organising, directing, supervising, and controlling the resources owned by cooperatives to achieve collective goals, namely increasing welfare based on cooperative values and principles, is what is called cooperative management, which is essentially the application of scientific management in cooperatives. Based on the research results in the field, members of the Maya Rita Sentosa fishing cooperative carry out cooperative management: planning, organising, directing and supervising. The implementation of management in the Maya Rita Sentosa Fishery Cooperative, Tondonggeu Village, can be seen in the following sections:

**1. Planning**

The planning function is the initial activity in cooperative organisational activities. According to (Ahoillah, 2010), Planning is the process of producing a program that includes everything that will be carried out, such as setting goals, following policies, following directions, and following procedures and methods to achieve goals. Management planning in the Maya Rita Sentosa Cooperative is seen in Table 6.

<table>
<thead>
<tr>
<th>No</th>
<th>Planning Component</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The management of the cooperative prepares an operational work plan following the goals of the cooperative</td>
<td>2.52</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>The management determines principal savings</td>
<td>2.50</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>The management must determine deposits</td>
<td>2.61</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>The management records the savings of cooperative members</td>
<td>2.50</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>Determination of targets for achieving cooperative efforts</td>
<td>2.47</td>
<td>Tall</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12.61</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Planning Score</strong></td>
<td><strong>2.52</strong></td>
<td></td>
<td>Tall</td>
</tr>
</tbody>
</table>

Implementing the planning function in the Maya Rita Sentosa Cooperative management is classified as high. The management holds a meeting to discuss the operational work plan, which is discussed at the Annual Member Meeting (RAT) to be approved by all members of the Maya Rita Sentosa Cooperative and known by supervisors. Cooperatives develop operational work plans according to their objectives. The management determined Principal and mandatory savings with the approval of cooperative members and included them in the planning section. The amount has been determined in the AD/ART, with the principal savings of IDR200,000, and a deposit must be made of IDR25,000. Principal and mandatory savings have remained unchanged since the Maya Rita Sentosa Cooperative was founded. Every exchange made in useful activities is kept in the accounting by the secretary, both the head reserve fund, the mandatory reserve fund and all instalment parts. Record keeping is introduced to rodents from the beginning of the financial year to the farthest limit of the financial year for which the individual is liable. In running the business, the Maya Rita Sentosa Cooperative determines business achievement targets. However, the business achievement targets still need to be improved. This is because the goals were not achieved during the Covid-19 pandemic, which is one of the obstacles. After all, management must be able to adapt to new situations so that business runs smoothly.

According to (Raihani & Daulay, 2022), the implementation of the planning function must be supported by an implemented program, set targets, and a good strategy so that a well-crafted plan will get good results.
2. Organising

Organising creates relationships between various functions, personnel and physical factors so that all work can be helpful and directed at a goal. According to (Hasibuan, 2007) is the process of finding out, classifying, and managing various activities needed to achieve goals, including placing people in these activities, giving them the tools they need, and giving everyone who will do it relative authority. People are selected for organising based on what is required to run a cooperative organisation. To find out the management organisation in the Maya Rita Sentosa Cooperative, see Table 7.

Table 7. The organisation of management at the Maya Rita Sentosa Cooperative

<table>
<thead>
<tr>
<th>No</th>
<th>Organising Component</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Every year the cooperative holds an <strong>RAT</strong> (Annual Member Meeting).</td>
<td>2.55</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>At the <strong>RAT</strong> (Annual Member Meeting), members elect the management of the cooperative.</td>
<td>2.52</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>Cooperatives have a meeting of members, administrators and supervisors as their organisational structure.</td>
<td>3.00</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>Dividing the Duties and Authorities of the Management</td>
<td>2.50</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>The management compiles cooperative organisational regulations and data on cooperative members</td>
<td>2.50</td>
<td>Tall</td>
</tr>
<tr>
<td>Total</td>
<td>13.08</td>
<td>Tall</td>
<td></td>
</tr>
<tr>
<td>Organizing Score</td>
<td>2.62</td>
<td>Tall</td>
<td></td>
</tr>
</tbody>
</table>

The implementation of the organising function in the Management of the Maya Rita Sentosa Cooperative is relatively high. Based on the results of the aspects of the indicators of the organising function, including the implementation of the Annual Member Meeting (**RAT**), the election of management, the formation of an organisational structure, the division of tasks and authorities, as well as the preparation of organisational regulations are carried out properly. Every year the cooperative holds an Annual Member Meeting (**RAT**), which is attended by members of the cooperative and chaired by the management of the cooperative. The Annual People's Meeting discussed the government's responsibility report for one financial year, the basis for the statutes, political decisions, administrative arrangements, and delivery of the remaining work. The Maya Rita Sentosa Cooperative elected and replaced the board of directors every 1 period for the last 5 years. The elected administrators are members’ representatives and manage the Maya Rita Sentosa Cooperative. The majority vote is used to make decisions on cooperative management. Meetings of members, administrators and supervisors with 36 members, three supervisors and three administrators form the basis of the cooperative organisational structure. The management divides the duties and responsibilities of cooperative members according to their respective fields after the organisational structure is formed. Cooperatives and other types of organisations have rules about how their activities are carried out. **AD/ART** is a guideline for cooperative activities, but Management at the Maya Rita Sentosa Cooperative does not make Standard Operating Procedures (**SOP**) for cooperative organisations. According to Hasibuan (2007), organizing is the process of determining, grouping and managing various activities needed to achieve goals, including giving authority to each individual who will carry it out, placing people in each of these activities, providing the necessary tools, and placing people in each of these activities.

3. Actuating

According to (Achmnes & Siregar, 2014), the direction is to inspire everyone in the group to work together honestly and passionately to achieve goals consistent with Planning and organizing efforts. Giving orders that affect the way people communicate and provide enthusiasm or motivation for collaborative activities is part of this debriefing. Management directions in the Maya Rita Sentosa Cooperative can be seen in Table 8.

The implementation of the directing function in the Management of the Maya Rita Sentosa Cooperative is relatively high. The cooperative's chairman directs the tasks of the secretary, treasurer and members to understand how to do the job. He requires members if they experience difficulties in carrying out their duties. In addition, guiding members to exercise their rights was proven in 2019 the cooperative attended training in Batam City in the context of a Catch Fish Cluster Comparative Study organized by Bank Indonesia, and in 2020 conducted training on making fish floss and making meatballs managed by the Fisheries Service. In addition, the management directs members to carry out their obligations by following the Basic Rules/Household Rules (**AD/ART**), participating in
cooperative activities, and completing primary savings on time. Collective members can voice their opinions, the board is elected, and the committee evaluates its performance. The board inspires members to carry out valuable activities as evidenced by providing enthusiasm to carry out their duties, spurring individuals if tasks require them to work for a long time, for example, in dealing with business or compiling financial year reports.

Table 8. Management briefing on the Maya Rita Sentosa Cooperative

<table>
<thead>
<tr>
<th>No</th>
<th>Directing Component</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The chairman of the cooperative guides the management in completing tasks that are useful for achieving goals.</td>
<td>2.67</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>Cooperative members receive instructions from the management on how to exercise their rights.</td>
<td>2.56</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>The board gives directions to members to carry out their commitments.</td>
<td>2.63</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>The management provides opportunities for cooperative members to speak at meetings.</td>
<td>2.56</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>The management gives motivation to members in carrying out cooperative activities.</td>
<td>2.61</td>
<td>Tall</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>13.03</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Lead Score</strong></td>
<td></td>
<td><strong>2.60</strong></td>
<td>Tall</td>
</tr>
</tbody>
</table>

According to Kumarananda and Anggreni (2018), management directives are very complex because this brief regulates or provides instructions to the organisation's members. Members exhibiting a variety of attitudes, perspectives, and lifestyles are also driven by direction.

4. Controlling

Controlling is a process that ensures the activities carried out by the cooperative follow what has been planned. Supervision aims to ensure that these activities run smoothly or not. Exercising monitoring is critical to measuring performance and determining the extent to which results have been achieved, as well as encouraging learning and preventing mistakes from being repeated. (Awaluddin & Hendra, 2018) Management supervision in the Maya Rita Sentosa Cooperative can be seen in Table 9.

Table 9. Management supervision at the Maya Rita Sentosa Cooperative

<table>
<thead>
<tr>
<th>No</th>
<th>Supervision Component</th>
<th>Average</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The Supervisory Board, Management, and Cooperative Members carry out supervision in cooperatives.</td>
<td>2.63</td>
<td>Tall</td>
</tr>
<tr>
<td>2.</td>
<td>The administrator determines the criteria for completing tasks to evaluate work plans.</td>
<td>2.33</td>
<td>Tall</td>
</tr>
<tr>
<td>3.</td>
<td>The management evaluates the plan and results.</td>
<td>2.56</td>
<td>Tall</td>
</tr>
<tr>
<td>4.</td>
<td>Management anticipates deviations from work plans.</td>
<td>2.56</td>
<td>Tall</td>
</tr>
<tr>
<td>5.</td>
<td>Managers are responsible for work results.</td>
<td>2.61</td>
<td>Tall</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>12.69</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Supervision Score</strong></td>
<td></td>
<td><strong>2.53</strong></td>
<td>Tall</td>
</tr>
</tbody>
</table>

Implementing the supervisory function in the Maya Rita Sentosa Cooperative management is classified as high. In cooperatives, the most powerful party is the members, so the supervision of members is very concern by all parties, both the management, supervisors and members of the cooperative itself. The Maya Rita Sentosa Cooperative runs a business aiming to achieve tasks as a basis for evaluation. This cooperative is engaged in the cooperative producer industry, which has business units for catching, cultivating, producing, marketing and procuring tools and materials. After setting evaluation standards, the management assesses one financial year's results and work plans. Work plans that have not been implemented will be included in the following fiscal year with members' approval if there are deviations from the work plan during the evaluation process. Management anticipates deviations from the work plan by eliminating all obstacles that may arise in implementing the work plan. At the Annual Member Meeting (RAT), management is accountable for the work results for one fiscal year. Cooperative members are notified of these results in an accountability report.

According to Kurniawan (2023), the purpose of supervision, especially to see the correctness of managerial accounting or financial information, determine the level of administrative progress in
running the company and find out the fairness of administrative activities and strategies following Promotion/Skills decisions that have been determined and guaranteed. So that the exercises are carried out following the settings and do not deviate from the track.

**The Effect of Social Capital on the Management of the Maya Rita Sentosa Cooperative**

The effect of social capital on the Management of the Maya Rita Sentosa Cooperative, Tondonggeu Village, Nambo District, Kendari City can be seen in the multiple regression linkage test with the F test. The F test determines whether the model or equation includes all independent variables such as trust, network, social norms and joint participation -equally affect the dependent variable, namely cooperative management. The results of testing the data in this study based on SPSS 20 data processing can be seen in Table 10.

<table>
<thead>
<tr>
<th>No</th>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Betas</td>
<td>t</td>
</tr>
<tr>
<td>1</td>
<td>Constant</td>
<td>-6.904</td>
<td>8.687</td>
<td>-0.795</td>
<td>0.433</td>
</tr>
<tr>
<td>2</td>
<td>Trust (X1)</td>
<td>1.044</td>
<td>0.315</td>
<td>0.375</td>
<td>3.314</td>
</tr>
<tr>
<td>3</td>
<td>Network (X2)</td>
<td>1.301</td>
<td>0.409</td>
<td>0.360</td>
<td>3.180</td>
</tr>
<tr>
<td>4</td>
<td>Social Norms (X3)</td>
<td>1.741</td>
<td>0.359</td>
<td>0.543</td>
<td>4.847</td>
</tr>
<tr>
<td>5</td>
<td>Participation (X4)</td>
<td>0.596</td>
<td>0.354</td>
<td>0.194</td>
<td>1.683</td>
</tr>
<tr>
<td>6</td>
<td>R Square</td>
<td>0.623</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Adjusted R Square</td>
<td>0.574</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>F</td>
<td>12.812</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 10 shows the effect of each independent variable (X) on the dependent variable (Y). The regression equation is obtained as follows:

\[
Y = -6.904 + 1.044 (X_1) + 1.301 (X_2) + 1.741 (X_3) + 0.596 (X_4) + e
\]  

The F test analysis obtained the coefficient of determination (R Square) value of 0.574. The magnitude of the coefficient of determination is 0.623, or equal to 62.3%. This means that 62.3% of cooperative management (Y) is determined by Trust (X1), Network (X2), Social Norms (X3) and Participation (X4). From the F test analysis, it was also obtained that the calculated F value was 12.812 with a significance of 0.000 and a confidence level of 95% or \( \alpha = 0.05 \) because the significance is greater than \( \alpha \) (0.000 <0.05), then trust, networks, social norms and joint participation has a significant effect on cooperative management. The calculations show that the calculated F value (12.812) exceeds the table F value (2.040). So it can be concluded that the variables studied significantly influence the management of the Maya Rita Sentosa cooperative, Tondonggeu Village, Nambo District, Kendari City. The influence of the elements of social capital on the Management of the Maya Rita Sentosa Cooperative can be seen in the value of the multiple regression significance tests with the T-test. The T-test is used to see how much influence the independent variables have, namely trust (X1), Network (X2), Social Norms (X3) and Participation (X4), individually to the dependent variable, namely cooperative Management (Y).

1. **The Effect of Trust on Cooperative Management**

The results of the partial analysis of the effect of trust on cooperative management, with a confidence level of 95% or a probability of 5% (= 0.05). It is considered significant or positively affects cooperative trust and management because its significance is less than (0.002 <0.05). Trust in cooperatives has a significant effect on cooperative management because, in managing cooperatives, cooperative members have a high sense of trust, have a good cooperation system, and have a friendly, honest and tolerant nature that makes it easier to plan cooperatives, organize, direct and carry out supervision towards cooperatives. This suggests that it will be easier to carry out management tasks, resulting in efficient and long-lasting cooperative management if there is a higher level of trust.

This research follows Utami and Puja (2021), which state that the trust variable significantly influences the satisfaction level of KSU Wahyu Artha Sedana Gianyar members. The partial test produces a regression coefficient of (0.417), and the trust variable has a calculated t-value of (3.437),

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which is statistically significant (0.001). The level of trust and satisfaction of KSU Wahyu Artha Sedana Gianyar members is significantly influenced by a significance level of less than 0.05. This suggests that cooperative members are more satisfied when there is more trust.

Because trust affects how cooperative management is carried out, it is better if the quality of service remains the same. If possible, it can be improved again so that members who have joined the cooperative and prospective members can help contribute to the welfare of the Maya Rita Sentosa Cooperative.

2. Network Influence on Cooperative Management

The results of the partial analysis of the influence of the network on cooperative management, with a 95% confidence level or 5% probability (α = 0.05). It is considered significant or positively affects network and cooperative management because its significance is less than (0.003 <0.05). Cooperative networks have a significant effect on cooperative management because in managing cooperative management, cooperative members can build good networks within internal cooperatives, build good relations with the community, establish relationships with similar types of cooperatives, build relationships with the government and can establish partnerships with agencies so that by having a good network will facilitate the Planning of cooperatives, organizing, directing and supervising cooperatives. This shows that cooperative management will be more effective in increasing the productivity of cooperatives with a larger network.

This research follows research conducted by Fahmi and Mudiantono (2019), which states that network variables significantly influence the business performance of MSMEs in Purwokerto. With a significance of 0.027, the analysis results show that the network t value of 2.206 is greater than the t table value of 1.96. This shows that improving an organization will help provide data and capital considering the commercialization of new goods.

The well-established Maya Rita Sentosa Cooperative network is inseparable from cooperation with various institutions, including Bank Indonesia, PT Tiara Abadi Sentosa and mentoring through the Kendari City Cooperatives and Fisheries Office. The Maya Rita Sentosa Cooperative has a high network and will have many benefits, namely good relations between individuals and groups or the community. By having a high network, the productivity of the cooperative will increase.

3. The Influence of Social Norms on Cooperative Management

The results of the partial analysis of the influence of social norms on cooperative management, with a confidence level of 95% or a probability of 5% (α = 0.05). Considered to be significant or have a positive effect on social norms and cooperative management because the significance is less than (0.000 <0.05), cooperative social norms have a significant effect on cooperative management because in managing cooperative management, cooperative members have rules that are obeyed and followed, discipline in carrying out tasks, foster good relations among members, have the nature of responsibility and care between members to support the success of planning cooperatives, organizing, directing and carrying out supervision of cooperatives. This shows that the better the norms/rules in the cooperative are complied with, the less risk will be borne.

This research follows research conducted by Putri and Fitrayati (2014), which states that social norms significantly influence the development of the Adil Makmur KUD Business Unit in Nganjuk. The effect of the received practice on the progress of the special unit is 51.9%. From the exploration results, the t value of the accepted practice variable is 14.939, which is more prominent than the t table of 1.960. This shows that the development of cooperative organizations can be reflected in the work results that align with the goals of cooperatives, where social norms are increasingly applied in cooperatives.

The implications of social norms in the Maya Rita Sentosa Cooperative can be seen when cooperative members pay attention to and care for each other. This can also be seen in the Maya Rita Sentosa Cooperative. This can be seen when cooperative members have problems related to the economy. In addition to mutual respect among fellow members, researchers also see that cooperative members are responsible for the mandate given in the division of tasks in cooperatives.

4. The Effect of Participation on Cooperative Management

The results of the partial analysis of the effect of participation on cooperative management, with a confidence level of 95% or a probability of 5% (α = 0.05). It is considered insignificant or has no positive effect on cooperative participation and management because its significance is greater than α (0.102 > 0.05). Collective participation has no significant effect on cooperative management because there are indicators of participation, namely actively expressing opinions with less value. In terms of expressing opinions, only some members want to be involved in expressing opinions, and others...
follow the meeting's decisions. This is due to a lack of education and insight. Therefore, cooperative members still need guidance in broadening their horizons to contribute constructive opinions/ideas to the cooperative.

This research follows research conducted by (Suriyati et al., 2021), which states that the empowerment of rice field farmer groups in Muna Regency is not significantly affected by participation. At a significance level of 5%, the effect of participation on the empowerment of farmer groups has a t value of 0.549 and a significant value of 0.587. Because the critical value is more prominent than 0.05, it is considered not important.

As with the Maya Rita Sentosa Cooperative, being part of the business is important. Increasing member participation can be done by increasing membership benefits and participation in financial contributions because it will affect the success of the cooperative. Because participation in cooperatives is seen as lacking, this can be done by developing strategies that attract members, such as inviting members to pay for all forms of capital. This can be started by providing socialization and training to members regarding the importance of member participation and capital.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that social capital in the Maya Rita Sentosa Cooperative, namely trust, network, social norms and participation, is in the high category. Implementation of management functions in the Maya Rita Sentosa Cooperative as a whole is in the high category. Cooperative Management was carried out, namely Planning, Organizing, Direction and Supervision. The effect of social capital on the Management of the Maya Rita Sentosa Cooperative can be seen from the results of determining R Square, which produces a value of 0.623 or 62.3%. This shows that the management function is influenced by social capital by 62.3 percent, meaning that the better a person's social capital will affect the pattern of behaviour, in this case, running a cooperative. Suggestions that can be given further improve the relationship of participation in cooperatives. Implementing the management function would be better if recruiting managers who are experts in managing cooperatives. Indicators of social capital can be added in the form of reciprocity and social values so that the value of the coefficient of determination has more influence on cooperatives.

REFERENCE


