

Strategies to Increase the Degree of Cooperative Participation in the Implementation of Cooperative Empowerment Policies in West Java Province



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ABSTRACT: This research is based on the main problem, namely the strategy of increasing cooperative participation in the implementation of cooperative empowerment policies which is considered to be still not optimal. This research was conducted using a mixed methods approach, which is a procedure for collecting, analyzing, and mixing qualitative and quantitative methods in a study. The results of this study are a) the participation of cooperatives is in accordance with Arnstein's exposure to the first degree in the theory of the degree of participation, namely non-participation which consists of ladder manipulation and therapy. b) While the measurement results of the implementation of cooperative empowerment policies in West Java Province resulted in: 1) Policy Size and Objectives had not gone well, 2) Resource factors that led to the implementation of cooperative empowerment policies were not effective 3) Communication factors between organization and implementation activities that cause the implementation of cooperative empowerment policies has not been effective. 4) Characteristic factors of implementing institutions that cause the implementation of cooperative empowerment policies have not been effective. 5) The factors of economic, social and political environmental conditions that cause the implementation of cooperative empowerment policies have not been effective. 6) The attitude factor / disposition of the implementer that causes the implementation of the cooperative empowerment policy has not been effective. The results of the analysis of strategies for increasing cooperative participation in the implementation of cooperative empowerment policies obtained the highest value with the most appropriate strategy applied to increase cooperative participation in implementing cooperative empowerment policies in West Java Province.

KEYWORDS: Cooperative participation, implementation of cooperative empowerment policies

INTRODUCTION

The priority program for the Ministry of Cooperatives' Ease, Protection, and Empowerment of Cooperatives will certainly be a reference for local governments, including in West Java Province in particular. The Department of Cooperatives and Small Businesses of West Java Province has a very important role in efforts to build the people's economy through the development and supervision of cooperatives and small businesses in West Java. One of them is by issuing the 2018-2023 Regional Medium-Term Development Plan (RPJMD), which aims to increase the productivity and competitiveness of the economic business of a prosperous and just people through the use of digital technology and collaboration with innovation centers and development actors in accordance with the vision and mission of the head of state. Regional and deputy regional heads of West Java Province.

Human resources, capital, and institutions are the main things in the problem so far, and it should be something that needs to be considered whether the government's role has been maximized in using its policies to empower cooperatives in West Java so that they become cooperatives that are developing, advanced, and modern. Currently, the number of cooperatives in West Java is 1,716 primary cooperatives (individuals), while the active ones are 1,074 and 42 secondary cooperatives, of which 31 are active.

The problem map becomes a reference for the West Java Provincial Government in determining the direction of cooperative empowerment policies for a period of five years, then programs and activities and their performance achievements will be arranged. The problem felt by cooperatives that have been structured into strategic issues and have become a reference for policy directions for the West Java Provincial government for cooperative empowerment to date still seems normative, and from year to year, that's all, because some programs and activities have not been able to touch and solve problems. Cooperatives to date, so that some programs and activities of cooperative empowerment are felt to be less effective. The following are the

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strategic issues contained in the strategic plan of the Office of Cooperatives and Small Business for 2018–2023, which serves as the basis for the preparation of programs and activities for cooperative empowerment in West Java:

1. Lack of institutions, human resources, access to finance and market access, and knowledge of information and communication technology
2. Participation of cooperative members in capital

The cooperative empowerment program in West Java Province has not yet been felt to be effective by cooperatives, especially with the COVID-19 pandemic that has occurred from 2020 until now, which has caused the empowerment of cooperatives carried out by the West Java Provincial Government to be constrained by restrictions on various activities by both the government and society. Cooperative empowerment policies should ideally be prepared jointly between policymakers and cooperatives as well as other stakeholders as the basis for determining the budget ceiling, programs, and activities for cooperative empowerment so that cooperative development problems can be addressed in accordance with cooperative expectations and government performance targets. The formulation of cooperative empowerment policies by involving cooperatives and other stakeholders will open up space for cooperative participation to explore various potentials and problems faced by cooperatives so that the government can determine the formulation or treatment of cooperative empowerment policies that are in accordance with the problems and potential of cooperatives.

LITERATURE REVIEW

Cooperative Concept

Talking about the notion of cooperatives, there are many definitions or definitions developed by experts, and therefore it is difficult to obtain a definition that can be accepted by everyone. An improper understanding of cooperatives by the general public can result in misjudgments and ultimately the wrong practice of cooperatives in accordance with their values, rules, and principles. Among the many ideas for cooperatives, here are some of them. According to Marvin Schaar (1980:7), *"A cooperative is a business voluntarily owned and controlled by its member patrons, and operated for them and by them on a nonprofit or cost basis"*. The quote implies that a cooperative is a business that is voluntarily owned and controlled by its members, operated for and by them on a non-profit basis, or operated on a fee basis.

If all of the answers to these questions are yes, then that is the real cooperative. Meanwhile, Samuel Chukwu (1990:1) stated that *"In narrow sense, however, the term cooperation is also often used to mean the activities of a specific form or organization, the cooperative/the cooperative society. In that sense, a study of cooperation is a study of the cooperative institution and its activities"*. This means that in a narrow sense, the term "cooperative" is often also used to describe an activity of a special form or organization of cooperatives. In this sense, the study of cooperatives means the study of cooperative institutions and their activities. In addition, Chukwu also lists a number of definitions of cooperatives.

Cooperation management

The word "cooperative" itself comes from the Greek words "co" (together) and "operation" (effort), which literally mean working together with other people to achieve certain goals. In general, cooperatives are understood as associations of people who voluntarily unite themselves to fight for the improvement of their economic welfare through the formation of a democratically managed company. Revisited Baswir (2000), in his book, "The Cooper Movement in Indonesia," Dr. Mohammad Hatta stated that cooperatives are a joint effort to improve the fate of economic livelihoods based on mutual assistance. The legal basis for cooperative practice in Indonesia is based on Law No. 25 of 1992 concerning cooperatives, namely that cooperatives are business entities consisting of individuals or cooperative legal entities that base their activities on the cooperative principle as well as a people's economic movement based on the principle of kinship. Based on the explanation above, the definition of cooperative management is management that is carried out in managing cooperative businesses through management functions, namely planning, organizing, mobilizing, and supervising, which are carried out for a common goal.

Participation Degree

In the discussion of participation in the implementation of public policy, an important theory used as an analytical tool is the participation theory of Sherry Arnstein. Sherry Arnstein's participation theory reveals that there are eight levels or ladders of participation. In the AIP Journal, Sherry Arnstein (1969:216–224) describes the level of participation as follows:

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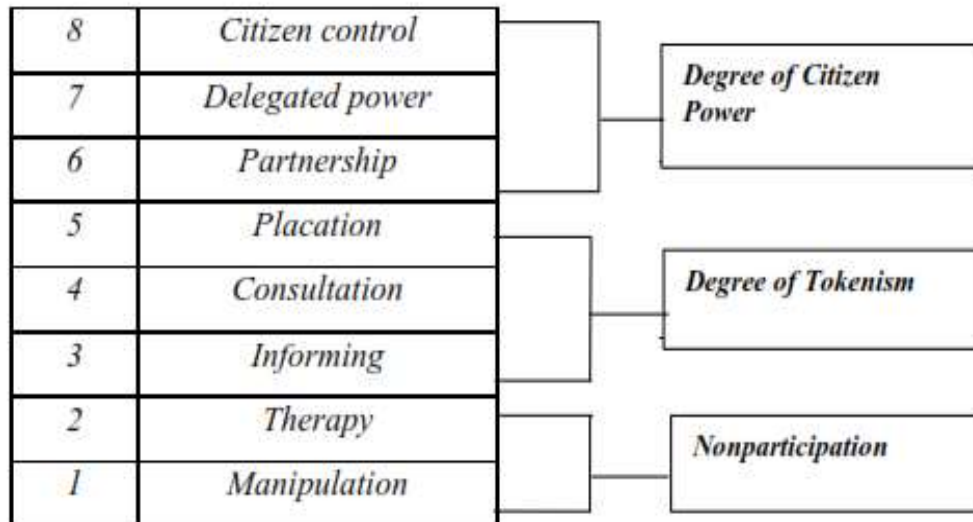


Figure 1. Participation Degree
Source: Sherry Arnstein (1969:216-224)

Understanding the participation ladder theory from Sherry Arnstein, it can be understood that there are three major groupings of participation, namely the level of community power, the level of pseudo-participation, and the level of no participation. Furthermore, David Wilcox (1994) emphasized that the guide proposes a five-rung ladder of participation which relates to the stance an organisation promoting participation may take:

- Information: merely telling people what is planned.
- Consultation: offering some options, listening to feedback, but not allowing new ideas.
- Deciding together: encouraging additional options and ideas, and providing opportunities for joint decision making.
- Acting together: not only do different interests decide together on what is best, they form a partnership to carry it out.
- Supporting independent community interests: local groups or organisations are offered funds, advice or other support to develop their own agendas within guidelines.

Public Policy Implementation

Van Meter and Van Horn (1975: 462) put forward a model of policy implementation by saying that there are six variables that form the relationship between policy and performance. According to Van Meter and Van Horn, This model not only specifies the relationships between the independent variables and the ultimate dependent variable of interest, but also makes explicit the relationships among the independent variables. The linkages included implicitly represent hypotheses which could be tested empirically, assuming that satisfactory indicators could 'be constructed and appropriate data collected. By approaching the problem in this manner, there is greater promise for elucidating the processes whereby policy decisions are carried out than simply by correlating independent and dependent variables in a relatively unthinking fashion (Van Meter and Asher, 1973). The model has been constructed on the basis of the three bodies of literature cited above, as well as the authors' own research and intuitions about the implementation process.

The policy implementation model proposed by Van Meter and Van Horn not only determines the relationship between the independent variable and the main dependent variable but also makes explicit the relationship between the independent variables. The relationship is a hypothesis that can be tested empirically, assuming that indicators can be constructed and appropriate data can be collected. By approaching the problem in this way, there is a greater chance of explaining the process by which policy decisions are made than by simply linking. Furthermore, the relationship between variables in the Van Meter and Van Horn policy implementation model is illustrated below:

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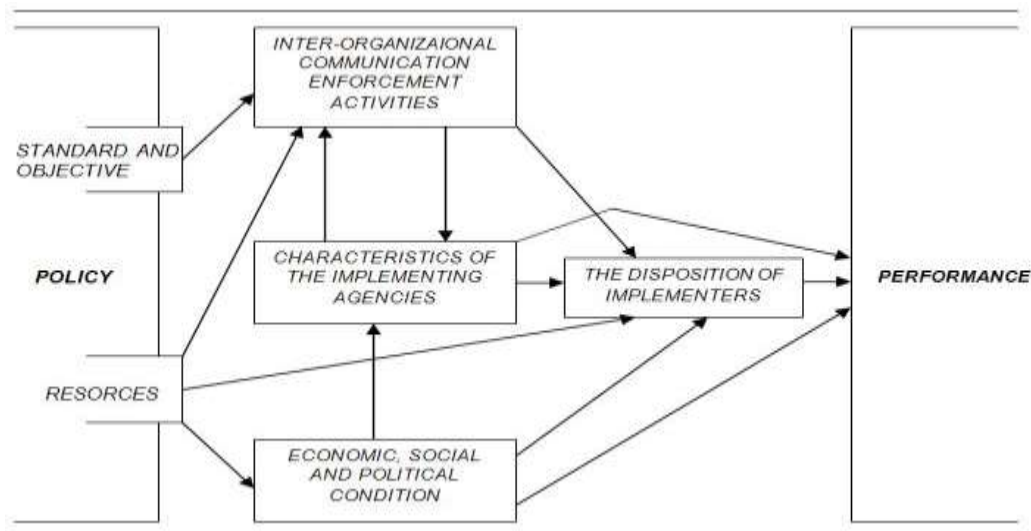


Figure 2. A model of the policy implementation process Von Meter & Von Horn

Source: Van Meter dan Van Horn, 1975:462

Cooperative Empowerment

According to Clutterbuck (2003), which was rewritten by Merdi Hajiji in 2019: 8, empowerment is a process that requires the right environmental background and organizational structure so that a person can fully contribute with the expertise he has. This is in line with the opinion of Stewart (1994), that empowerment is a really practical and productive way to get the best out of staff and yourself; this is a little different from Friendmann's opinion because it may be in a different context. In the previous two opinions, empowerment is in the context of a particular organization, while in the context related to power, the main idea of empowerment is in contact with the concept of power.

The concept of empowerment emerges from two major premises: failure and hope. The failure in question is the failure of economic development models to tackle poverty and environmental problems in a sustainable manner. Meanwhile, the hope is that there are development alternatives that include democratic values, gender equality, equality between generations, and adequate economic growth. This failure and hope is not a measuring tool for the social sciences but a reflection of normative and moral values that feel very real at the individual and community level. Thus, community empowerment is essentially a collective value of individual empowerment.

SOAR Analysis (Strength, Opportunity, Aspirations, Result)

Stavros, Cooperrider, and Kelly (2003) offer the concept of SOAR (Strengths, Opportunities, Aspirations, and Results) as an alternative to SWOT analysis, which is derived from the Appreciative Inquiry (AI) approach. This approach was popularized by David Cooperrider in his 1995 book, *Introduction to Appreciative Inquiry*. He previously wrote about this in his doctoral dissertation, *Appreciative Inquiry: Toward a Methodology for Understanding and Enhancing Organizational Innovation*, at the University of Case Western Reserve, Ohio. So you could say he was the pioneer and the one who popularized this approach. SOAR (Strengths, Opportunities, Aspirations, and Results) is a business strategy that is based on the positive things that a business already has to develop and become its main advantage.

RESEARCH METHODS

This research was conducted using a mixed methods approach, which is a procedure for collecting, analyzing, and mixing qualitative and quantitative methods in a study or series of studies to understand the research problem. Mixing or blending this data will provide a strong understanding of the problem or research question (Creswell, 2014). Specifically, the researcher uses a "concurrent mixed methods" strategy, which is a study that combines quantitative and qualitative data at the same time. The strategy used in this research is concurrent embedded. This strategy collects qualitative and quantitative data at the same time. This model has primary methods that guide the project and secondary data that have a supporting role in each research procedure.

Determination of Respondents

The number of informants is determined by sampling. The sample was selected purposefully (purposive sampling). The sampling technique used is simple random sampling, while determining the number of samples required using the Slovin (1960) formula as follows:

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$$n = N (1 + N e^2)$$

Where

n = is the number of samples

N = is the number of population

e = is margin of error / error tolerance

The degree of confidence used in this study is 90%, the proportion of respondents willing to give a response is expected to be at least 50%, while the margin of error is set at 10%. Thus the number of research samples are:

$$n = 1.105 / (1 + 1.105 \cdot (10^2))$$

$$n = 1.105 / (1 + 1.105 \cdot (0,1^2))$$

$$n = 1.105 / (1 + 1.105 \cdot (0,01))$$

$$n = 1.105 / (1 + 11,05)$$

$$n = 1.105 / (1 + 11,05)$$

$$n = 1.105 / 12,05$$

$$= 91,7 \text{ Rounded up to } 92 \text{ Cooperatives}$$

For each category of cooperatives, the sample is determined with the following proportions:

- Primary Cooperatives: 87 Primary Cooperatives
- Secondary Cooperatives: 5 Secondary Cooperatives

Furthermore, to determine the strategy of increasing cooperative participation in the implementation of cooperative empowerment policies, SOAR analysis is used.

RESULTS AND DISCUSSION

Policy Directions for Cooperative Empowerment in West Java Province The medium-term strategies and policies of the Regional Apparatus show how the Regional Apparatus can achieve the objectives, the medium-term targets of the Regional Apparatus, and the performance targets for the results (outcomes) of the priority programs of the RPJMD, which are the tasks and functions of the Regional Apparatus.

The strategies and policies in the Strategic Plan of the Regional Apparatus then become the basis for formulating the activities of the Regional Apparatus for each RPJMD priority program, which is the duty and function of the Regional Apparatus. A strategy is a statement that explains how the goals and objectives will be achieved, which are further clarified by a series of policies. A policy is a guideline to direct the formulation of the chosen strategy to be more focused on achieving the goals and objectives from time to time for five years. The policy formulation rationalizes the choice of strategy so that it has a focus and is in accordance with the implementation arrangements.

Efforts to achieve the target with several strategies and policies of the West Java Province Cooperatives and Small Business Office 2018-2023 are carried out through regional development programs and activities. The presentation of programs and activities of the Cooperatives and Small Business Office of West Java Province is equipped with performance indicators, initial conditions of the planning year, targets, ceiling indicators, and locations for five (five) years from 2017 to 2021, as well as conditions at the end of planning and implementing work units for each activity.

The planning of programs and activities every year from 2017 to 2021 becomes a guideline in the preparation of the work plan of the West Java Province Cooperatives and Small Business Office. Furthermore, the work plan of the Office of Cooperatives and Small Businesses of West Java Province is aligned with the programs and activities in the initial draft of the Regional Apparatus Activity Plan (RKPD) to determine programs and activities in the work plan of the West Java Province of Cooperatives and Small Businesses.

Degree of Cooperative Participation in Public Policy Implementation in West Java Province

To describe the findings into the theory of the degree of participation, the following will recapitulate the results of respondents' answers to the indicators asked:

Table 1. Recapitulation of Respondents' Answers to Indicators of the Degree of Cooperative Participation in the Implementation of Cooperative Empowerment Policies in West Java Province

No	Indicator Measurement	Measurement result								Amount respondent	Interval Value
		AlwaysExists		Exists		Sometimes		Not exists			
		Amount	%	Amount	%	Amount	%	Amount	%		

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1	Manipulation	7	7.61	27	29.35	41	44.57	17	18,48	92	2.26
2	Therapy	7	7.61	27	29.35	41	44.57	17	18,48	92	2.26
3	Convey Information	7	7.61	23	25.00	33	35.87	29	31.52	92	2.11
4	Consultation	5	5.43	24	26.09	39	42.39	24	26.09	92	1.98
5	Attenuation / referral	4	4.35	23	25.00	32	34.78	33	35.87	92	1.97
6	Partnership	2	2.17	24	26.09	35	38.04	31	33.70	92	1.96
7	Delegation power	2	2.17	26	28.26	30	32.61	34	36.96	92	1.88
8	Supervision Public	2	2.17	18	19.57	39	42.39	33	35.87	92	1.84
Amount											16.25
Average											1.79
Conversion rate											44.69

Source: Research Results, 2023

Based on the recapitulation of the answers from respondents using 8 indicators of the degree of participation, it can be seen that all the indicators asked for the 92 selected respondents received low scores. This means that all indicators of the degree of cooperative participation in the implementation of cooperative empowerment policies in West Java Province have not been met. This condition illustrates that the participation of cooperatives in the implementation of cooperative empowerment policies in West Java Province, which is a constitutional mandate as stated in Law No. 25 of 1992 concerning cooperatives, Law No. 12 of 2011 concerning guidelines for the establishment of legislation, Law 23 of 2014 concerning regional government, and Government Regulation No. 45 of 2017 concerning community participation in development, has not run optimally in West Java Province, and cooperatives as stakeholders in cooperative empowerment policies have not been fully granted access to participate. While the measurement of the degree of participation using weighting and a Likert scale is as follows:

Table 2. Cooperative Participation Degree Index Measurement

No.	Participation Degree	Average value
DP1	Manipulation	2,261
DP2	Therapy	2,087
DP3	Submit information	2,109
DP4	Consultation	1,978
DP5	Dampening/referral	1,967
DP6	Partnership	1,957
DP7	Delegation of power	1,880
DP8	Community Monitoring	1,837
Sum		16,08
Average		1,77
Total Conversion Value X 25		44,21
Quality Degree of Participation		C

Source: Research Results, 2023

The results of processing questionnaire data from perceptions or opinions of cooperatives on the involvement of respondents in implementing cooperative empowerment policies in the province of West Java using eight (eight) indicators of the degree of participation proposed by Shary Armstein (1969) resulted in an average value of 1.77 and were converted in the following way: multiply by 25, then the result is 44.21, which has category C, or less good. This means that the degree of participation or involvement of cooperatives in the implementation of cooperative empowerment policies in West Java Province is not good.

Factors Affecting the Implementation of Cooperative Empowerment Policies in West Java Province

The results of the analysis of the factors that influence the implementation of cooperative empowerment policies in West Java Province from the results of questionnaires distributed to 92 cooperative respondents who are assisted by the West Java Provincial Government are as follows:

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Table 3. Factors Affecting the Implementation of Cooperative Empowerment Policies

No	Indicator Measurement	Measurement result								Amount	Interval Value
		Very Effective		Effective		Not enough Effective		Not Effective			
		Amount	%	Amount	%	Amount	%	Amount	%		
1	Size Standard Policy	6	6.52	47	51.09	31	34.07	8	8.70	92	2.55
2	resources	7	7.61	38	41.30	40	43.96	7	7.61	92	2.49
3	Work coordination and communication	2	2.17	51	55.43	30	32.97	9	9.78	92	2.50
4	Executor characteristics	5	5.43	50	54.35	26	28.57	11	11.96	92	2.53
5	Economic, social and political solutions	1	1.09	30	32.61	46	50.55	15	16.30	92	2.18
6	Executor behavior	4	4.35	42	45.65	33	36.36	14	14.13	92	2.40
7	Cooperative business network facilities	9	9.78	28	30.43	38	41.76	17	18,48	92	2.32
8	Cooperative Assistance	8	8.70	38	41.30	37	40.66	9	9.78	92	2.49
9	Cooperative training and guidance	5	5.43	30	32.61	43	47.25	14	15.22	92	2.28
Amount											21.75
Average											2.39
Conversion rate											59.81

Source: Research Results, 2023

Based on the recapitulation of the results of the answers from respondents using 9 question indicators given to 92 respondents from cooperatives assisted by West Java Province, the converted interval value was 59.81. It means not good. While the measurement of the effectiveness of the implementation of cooperative empowerment policies in West Java Province using weighting and Likert scales is as follows:

Table 4. Index of Factors Affecting the Implementation of Cooperative Empowerment Policies

No.	Policy Implementation	Score Average
I.1	Standard Size Policy	2,554
I.2	Resource	2,489
I.3	Work Coordination and Communication	2,500
I.4	Implementing Characteristics	2,533
I.5	Economic, social and political	2,185
I.6	Executor behavior	2,402
I.7	Facilitation of Cooperative Business Network	2,315
I.8	Cooperative Assistance	2,489
I.9	Cooperative Training and Technical Guidance	2,283
SUM		21,75
AVERAGE		2,39
TOTAL CONVERSION VALUE X 25		59,81
QUALITY EFFECTIVENESS		C

Source: Research Results, 2023

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The results of processing questionnaire data from respondents' perceptions or opinions on the implementation of cooperative empowerment policies in the province of West Java by using nine (9) indicators of the Van Mater Van Horn policy implementation model question (1975) added to the policies contained in the strategic plan of the Provincial Office of Cooperatives and Small Business West Java 2018-2023 resulted in an average value of 2.39, and converted by multiplying by 25, the result is 59.81, which has category C or less good. This means that the effectiveness of the implementation of cooperative empowerment policies in West Java Province is not good.

Strategy for Increasing Cooperative Participation in the Implementation of Cooperative Empowerment Policies in West Java Province internal factor analysis

This internal factor analysis based on the Strengths, Opportunities, Aspiration, and Result (SOAR) analysis is used as a framework to assist in overall development or as a basis for determining which strategies are controllable, including evaluation of several key factors related to strengths and hope (aspiration). Based on the results of the research above, it can be concluded that the internal strategic factor matrix (IFAS) is as follows:

Table 5. IFAS Matrix of Strengths and Aspirations for Increasing Cooperative Participation in the Implementation of Cooperative Empowerment Policies in West Java Province

No	Internal factor analysis	Significant	Bobo	Rating	score
I	Strengths				
1	Have UPTD cooperative and entrepreneurship education and training	3	0.10	3.6	0.35
2	The provincial government's commitment to cooperatives is high	4	0.13	3.1	0.41
3	Synergy between academia, business, community, government, and media (ABCGM)	4	0.13	3.3	0.42
4	There are regulations that support cooperatives	3	0.10	3.1	0.30
5	Cooperative business development opportunities are still wide	4	0.13	3.3	0.42
	Total strength (strengths)				1.90
II	Hope (aspiration)				
6	Have potential human resources with a high level of education	4	0.13	3.3	0.42
7	Adequate source of funds (budget) for empowerment	2	0.06	3.0	0.19
8	Guidance from financial institutions for cooperatives	3	0.10	3.6	0.35
9	Working capital credit facilities for cooperatives from banks and non-banks	2	0.06	3.4	0.22
10	Synergy and cooperation from various stakeholders	2	0.06	3.7	0.24
	Total Hope (aspiration)				1.42
	Total internal factors	31	1.00		3.33

Source: Research Results, 2023

The results of the evaluation can be analyzed about the strengths and expectations of each aspect of the internal factors in the SOAR analysis. Thus the results of the evaluation of the performance of the implementation of cooperative empowerment policies in West Java Province can be used as a basis for making decisions on the implementation of cooperative empowerment policies in West Java Province, both short-term programs and long-term programs.

External Factor Analysis

Analysis of these external factors are factors outside the implementation of cooperative empowerment policies in West Java Province that cannot be controlled and affect the opportunities (Opportunities) and results (Results) faced. Strategic issues of external factors in the form of opportunities and results are grouped based on respondents' opinions and sorted according to the priority level of strategic issues and the weights and ratings are calculated based on the average of each strategic issue shown in the following table:

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Table 6. Opportunities (Opportunities) and Results (Results) for Increasing Cooperative Participation in the Implementation of Cooperative Empowerment Policies in West Java Province

No	External factor analysis	Significant	Bobo	Rating	score
III	Opportunities				
1	Advances in technology and information in the era of the industrial revolution 4.0	4	0.15	3.3	0.51
2	Cooperative image	1	0.04	2.9	0.11
3	Cooperative business product certification	3	0.12	3.9	0.45
4	Cooperative management system	4	0.15	2.9	0.44
5	Cooperative human resource skills	2	0.08	3.6	0.27
	Amounts of Opportunities				1.77
IV	Results				
6	Human Resources Empowerment of Cooperative Apparatus	4	0.15	3.29	0.51
7	Cooperative empowerment roadmap	1	0.04	3.43	0.13
8	Source of funds for cooperative empowerment	4	0.15	3.57	0.55
9	Synergy with other agencies and regions	3	0.12	3.00	0.35
	Results				1.53
	Total internal factors	26	1.00		3.31

Source: Research Results, 2023

The results of the evaluation can be analyzed to determine the opportunities and threats from each aspect of the external factors in the SOAR analysis. Thus, the results of the evaluation of the performance of the implementation of cooperative empowerment policies in West Java Province can be used as a basis for decision making, especially in terms of preparing the implementation of cooperative empowerment policies in West Java Province, both short-term programs and long-term programs.

The strategic position of increasing the degree of cooperative participation in the implementation of cooperative empowerment policies in West Java Province requires an analysis of internal and external conditions. It is necessary to do a SOAR (Strengths, Opportunities, Aspiration, and Result) analysis to be able to find out the strengths and weaknesses as well as opportunities and threats, which will then be used as the basis for determining an effective policy strategy by calculating the following:

How to calculate IFAS (*Internal Factors Analysis Strategy*), yaitu :

$$\begin{aligned}
 X &= \text{Strengths} - \text{Aspirations} \\
 &= 1,90 - 1,42 \\
 &= 0,48 \text{ (positif)}
 \end{aligned}$$

How to calculate EFAS (*Eksternal Factors Analysis Strategy*), yaitu :

$$\begin{aligned}
 Y &= \text{Opportunities} - \text{Result} \\
 &= 1,77 - 1,53 \\
 &= 0,24
 \end{aligned}$$

How to calculate SFAS (*Summary Factors Analysis Strategy*), yaitu :

$$\begin{aligned}
 Z &= (S + A) - (O) + (R) \\
 &= 3,32 - 3,1 \\
 &= 0,02 \text{ (positif)}
 \end{aligned}$$

With the conditions of IFAS and EFAS, the position of implementing cooperative empowerment policies in West Java Province will be seen from the picture below, namely:

Strategies to Increase the Degree of Cooperative Participation in the Implementation of Cooperative Empowerment Policies in West Java Province

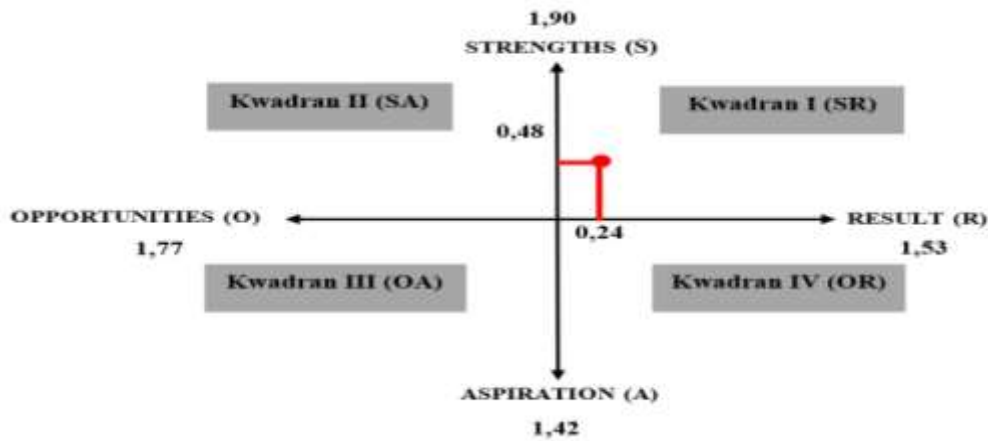


Figure 1. SOAR Analysis Cartesian Diagram

The results of the SOAR analysis carried out by the researchers were based on the identification of the four factors above that described the best fit in quadrant I, namely strength and results. This analysis is based on the assumption that a strategy will maximize strengths and expectations, as well as maximize opportunities and results, which are described in the SOAR matrix as follows:

Tabel 7. SOAR Matrix Results

<p>IFAS</p> <p>EFAS</p>	<p>Strength (s)</p> <ol style="list-style-type: none"> 1. Having UPTD for cooperative and entrepreneurial education and training 2. Provincial government commitment to cooperatives is high. 3. Synergy between academics, business, community, government, and media (ABCGM) 4. There are regulations that support cooperatives. 5. Opportunities for cooperative business development are still wide. 	<p>Opportunity (O)</p> <ul style="list-style-type: none"> Advances in technology and information in the era of the industrial revolution 4.0 Cooperative image Cooperative business product certification Cooperative management system Cooperative human resource skills
<p>Aspiration (A)</p> <ul style="list-style-type: none"> Have potential human resources with a high level of education The source of funds (budget) for empowerment is adequate Guidance from financial institutions for cooperatives Working capital credit facilities for cooperatives from banks and non-banks Cooperation between various stakeholders The cooperative market is still wide open 	<p>SA Strategy</p> <ul style="list-style-type: none"> Strengthening UPTD P3W to produce quality cooperative human resources Regulatory support encourages adequate sources of funds (budget) Collaboration in cooperative empowerment can solve cooperative problems Cooperative business development opportunities by involving existing stakeholders 	<p>AO STRATEGY</p> <ol style="list-style-type: none"> 1. Increasing cooperative and cooperative human resources in technology and information 2. Cooperative empowerment policy innovation is carried out by involving cooperatives, the cooperative movement, and other stakeholders. 3. Utilization of technological resources without neglecting identity, values, and cooperative principles

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Result (R) 1. Empowerment of Cooperative Apparatus (HR) 2. A cooperative empowerment roadmap 3. Source of funds for cooperative empowerment 4. Synergy with other agencies and regions	SR STRATEGY 1. Collaboration in cooperative empowerment 2. Increasing the human resources of the cooperative apparatus 3. A roadmap for cooperative empowerment must be prepared by involving cooperatives (cooperative participation). 4. Regulatory support must be implemented in a transparently managed cooperative empowerment budget policy.	OR STRATEGY 1. Increased human resources for cooperative apparatus in technology and information as well as cooperative management system 2. Utilization of cooperative resources must have an impact on increasing cooperative resources for producing quality cooperatives.
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After combining the SOAR matrix strategy, make a model analysis as the basis for the total score for each factor in the SR strategy (Quadrant I). The ranking of strategy values in each quadrant is obtained by adding up the total scores generated on the EFAS matrix, so that the scores for each strategy are as follows:

Total SA strategy score: $1.905 + 1.42 = 3.32$ Total OA strategy score: $1.77 + 1.42 = 3.19$ Total SR strategy score: $1.90 + 1.53 = 3.43$ Total strategy score: $1.77 + 1.53 = 3.3$.

The following is a table of strategy combinations based on the summation of the scores that have been recorded.

Table 8. Strategy Combination Matrix

ifas	Strength (s)	Opportunity (O)
EFAS		
Aspiration (A)	SA Strategy Use strength for take advantage of probability = 3.32	AO STRATEGY Minimize weakness with utilise probability = 3.19
Result (R)	SR STRATEGY Use strength for resolve threat = 3.43	OR STRATEGY Minimize weakness and avoid threat = 3.3

The table above shows the four quadrants of the strategy generated based on the calculations that have been done. There are 4 quadrants of strategy, namely SR strategy (quadrant I), SA strategy (quadrant II), OA strategy (quadrant III), and OR strategy (quadrant IV). Based on the score in each strategy quadrant, the SR strategy (quadrant I) is the one that gets the highest score, which is 3.43. This shows that the strategic opportunity that can be applied to increase cooperative participation in the implementation of cooperative empowerment policies in West Java Province is the SR strategy, followed by the SA strategy in second place with a score of 3.32. Furthermore, the OR strategy is ranked third with a score of 3.30, and the last is the OA strategy with a score of 3.19. The strategy that has the highest score is the SR strategy, while the strategy that has the lowest score is OA. Thus, at this time, the most appropriate strategy to increase cooperative participation in the implementation of cooperative empowerment policies in West Java Province is the SR strategy, which is oriented to aspirations and hopes by taking advantage of existing opportunities, namely: 1) collaboration in cooperative empowerment; 2) improvement of human resources for cooperative apparatus; 3) A cooperative empowerment roadmap must be prepared by involving cooperatives (cooperative participation), and 3) regulatory support must be implemented in a transparently managed cooperative budget policy for the empowerment of cooperatives.

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RESEARCH FINDINGS AND MANAGERIAL ACTION

Based on the results of the research that has been described, the researcher formulates the factors that cause the ineffectiveness of cooperative empowerment and the low participation of cooperatives in implementing cooperative empowerment policies in West Java Province, then tries to provide alternative solutions to the West Java Provincial Government to increase cooperative participation in implementation. an effective cooperative empowerment policy in West Java Province through a strategy of increasing collaboration, program transparency, and cooperative participation in the implementation of cooperative empowerment policies in West Java Province. The findings of the research in the form of a novelty, the model of the modification of the theory of implementation of cooperative empowerment policies in West Java Province, are presented in the picture below:

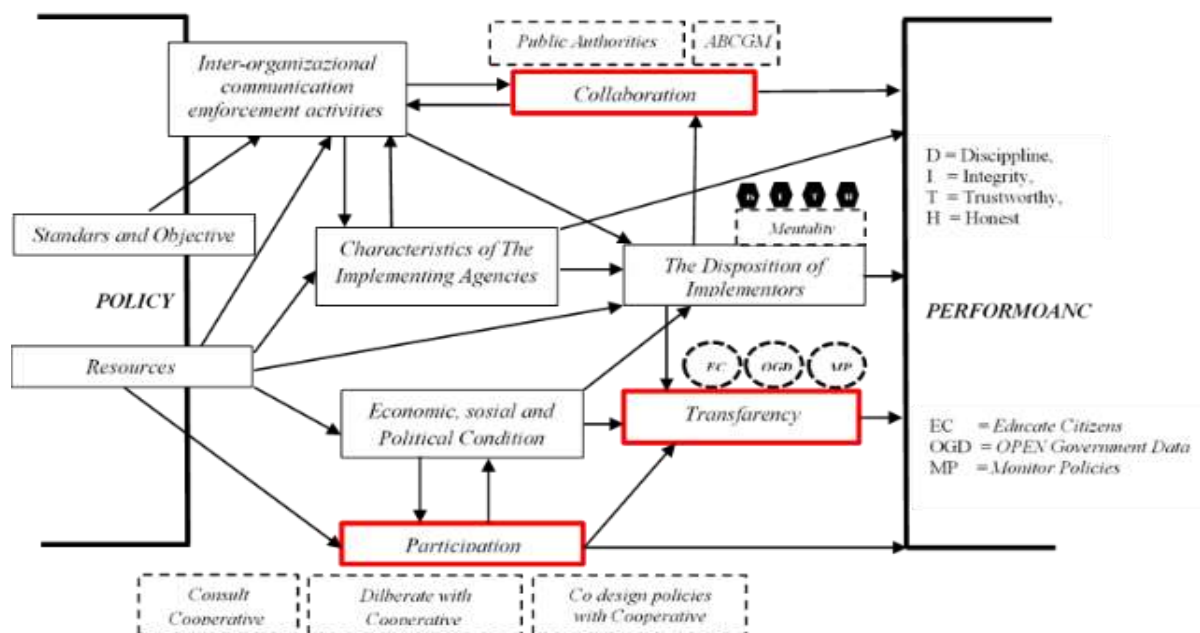


Figure 2. Imitation and Modification of the Van Horn Van Meter Policy Implementation Model for the implementation of cooperative empowerment policies in West Java Province

Cooperative empowerment policy is a means to build and increase cooperative participation in implementing cooperative empowerment policies in the regions, starting from planning, implementing, monitoring, and evaluating policies.

Utilization of information technology in the form of an application system in the planning of cooperative empowerment policies through programs and activities required by cooperatives must be in line with the level of social change in cooperatives and must adapt to the needs and conditions of current cooperative problems so that what is needed for cooperative development will be accommodated in a good plan. participatory by using information technology (E-planning) and electronic participation. Collaboration between the government and cooperatives as well as other stakeholders in planning cooperative empowerment policies will increase cooperative participation in contributing thoughts, decisions, and policies so that the implementation of cooperative empowerment policies will be able to solve cooperative problems on target.

Assistance in the implementation of cooperative empowerment policies in West Java Province will be more effective if the coordination of the companion team is routinely and consistently carried out in monitoring and evaluating the implementation of cooperative empowerment policies. The mentoring team should not only direct but also assist and coordinate the implementation of cooperative empowerment policies. Planning in the formulation of cooperative empowerment policies in West Java Province is the key to the successful implementation of these policies. For this reason, it is necessary for the West Java Provincial Government to make efforts to involve cooperatives in formulating cooperative empowerment policies through an open space that specifically dissects various cooperative problems with cooperatives and various other stakeholders. Because cooperative empowerment is a government policy that specifically addresses cooperatives and their problems, there should be an open space for cooperatives to be able to deliberate in a forum for deliberation on cooperative empowerment plans (deliberations on cooperative empowerment plans).

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CONCLUSION

The results of this study are: a) cooperative participation in West Java Province is in accordance with Arnstein's exposure to the first degree in the theory of the degree of participation, namely non-participation, which consists of ladder manipulation and therapy. b) While the measurement results of the implementation of cooperative empowerment policies in West Java Province resulted in: 1) policy size and objectives (standards and policy objectives) not going well, and 2) resource factors that led to the implementation of cooperative empowerment policies not being effective 3) The intercommunication factors, organization, and implementation activities that cause the implementation of the cooperative empowerment policy have not been effective. 4) The characteristic factors of implementing institutions that cause the implementation of cooperative empowerment policies have not been effective. 5) The factors of economic, social, and political environmental conditions that cause the implementation of cooperative empowerment policies have not been effective. 6) The attitude or disposition factor of the implementers that causes the implementation of the cooperative empowerment policy has not been effective. Furthermore, the results of the analysis of strategies for increasing cooperative participation in the implementation of cooperative empowerment policies in West Java Province using SOAR analysis (strength, opportunities, aspirations, and results) obtained the highest value with the most appropriate strategy applied to increase cooperative participation in implementing cooperative empowerment policies in Java Province.

The West is a SR strategy, which is oriented toward aspirations and hopes by taking advantage of existing opportunities, namely: 1) collaboration in cooperative empowerment; 2) increasing cooperative human resources; A cooperative empowerment roadmap must be prepared by involving cooperatives (cooperative participation), and regulatory support must be implemented in a transparently managed cooperative empowerment budget policy.

RECOMMENDATION

1. The implementation of the strategy to increase cooperative participation in the implementation of cooperative empowerment policies in West Java Province has not been optimally identified as coming from internal and external factors. So with the results of the analysis, it is explicitly necessary to discuss the preparation of strategic plans for cooperative empowerment programs as guidelines and directions for development based on cooperative empowerment in West Java Province, so that policy targets and targets will be clearer and more measurable.
2. It is necessary to increase the quality and intensity of education and training for state civil servants in charge of cooperative affairs with a curriculum or training module containing measurable competency standards.
3. Planning in developing cooperative empowerment policies in West Java Province should actively involve cooperatives so that cooperative empowerment policy planning is a joint planning document between the government and cooperatives in solving cooperative problems in West Java Province.
4. The local government, together with cooperatives and stakeholders in cooperative empowerment in West Java Province, should develop and plan a road map for cooperative empowerment and massive socialization related to policy goals and targets so that a common understanding will be built between local governments, across regional apparatuses, and related regional apparatuses and stakeholders for cooperative empowerment.

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