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1 The Role Of Credit Union Betang Asi For Family Businesses In Palangkaraya, Central Kalimantan

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1 Abstract

This study aims at finding the role of Credit Union (CU) Betang Asi, a financial institution under the OJK, in developing the family businesses in Palangkaraya, Central Kalimantan. The study method used was a qualitative study method, by conducting observations, interviews with owners and managers of family businesses, and documentation. The findings are that CU has significantly contributed to the welfare of family businesses in Palangkaraya, Central Kalimantan. The family businesses have developed to the maximum, so the sales turnover is quite attractive. Further, CU considers the Character, Capacity, Capital, Condition, and Collateral characteristics as the most important aspect of lending money to family businesses. They also provide training and assistance to improve the business of management and marketing management and the use of technology. Hence, they can increase business sales and inspire the community to become entrepreneurs to improve the welfare of the business.

Keywords: role, CU Betang Asi, family business, loans, and assistance

1. Introduction

A family business has a significant role in supporting a family's economy. About 80-98% of businesses worldwide are family businesses, even in the United States. They can contribute 75% of GDP. (Leonardo, 2016, p.120). Further, He stated that middle and upper-class families in their activities usually use the money for investing both in stocks and in construction investments such as real estate. However, middle-to lower-class families usually use their finances more as savings. Saving is one of the activities that financial institutions usually provide. One of the conditions is the activity of collecting funds from the household sector and then channeling them into the form of loans to companies or individuals (Wiwoho, 2014, p.89). The Dayak people (as is the case for this study) have a habit of saving, which is done by keeping money under a pillow, mat, saving money in traders or shops,

or it is also called peronaq (Ruliana et al., 2016). However, some save money from a loan cooperative or a credit union (Wangania, 2017) to take advantage of a loan with low interest (Lesambo, 2020). Cooperatives are one of the non-bank financial institutions that have an essential role in fostering economic growth efforts and increasing awareness of the roles and responsibilities of society (Funan, 2010). It is also based on the principle of kinship. It is an interpretation of the 1945 Constitution article 33 paragraph 1 on the economy, which is structured as a joint effort on the principle of kinship (Sugiyanto, 2008).

The community uses Credit Union to create assets by saving assets, which will bring people prosperity in the future (Carollina & Sutarta, 2014). The concept of a Credit Union differs from credit or other loans such as credit unions, credit cards, home loans, and various other credit items (Sunarjanto et al., 2020). Usually, when we buy goods on credit or other loans, our job is only to pay off the credit. However, if the item is paid off, we only have the item, while in the Credit Union, the credit value becomes an additional asset and capital, called shares (Carollina & Sutarta, 2014). Credit Union (CU) has the prime duty to satisfy its members in terms of depository and borrowing needs with low-interest and easy access (Lesambo, 2020). Hence, there are two main characteristics of CU: 1) the customers of CU are also the owners of CU; 2) the money to lend to the members comes from the members as well. Hence, CU is the intermediary of both parties (Smith et al., 1981). In general, a Credit Union is not just a financial institution. However, it refers to a credit cooperative with some programs, like education, human resource empowerment, and welfare of its members (Barombo et al., 2012).

The presence of a credit union in Palangkaraya, Central Kalimantan, serves to help the community, especially the small and medium-sized community, in opening a business or developing their business. The existence of a CU is expected to transform the traditional business model of the Dayak indigenous people into a more modern one since they could not get enough access to other financial institutions, and the distance from their village to the location of other financial institutions is far. Hence, this study will evaluate CU's existence for its members' welfare. The case chosen was CU Betang Asi since they have been in the business for almost 20 years, and no study has been conducted with CU Betang Asi as the object of the study. Further, they are the largest CU with more than IDR 634 billion assets. This study will evaluate how the assistance was given by CU Betang Asi to their members, mainly from the provision of capital and financial management, business process, and marketing management. The rest of this study is divided into a literature review, methods, results and discussion, and conclusions.

2. Literature review

Cooperative consists of two words taken from the English language Cooperation, namely **Co**, which means together, and the second word, **operation**, which means work. Hence, a job or activity carried out simultaneously can be said to be cooperative. Meanwhile, based on the international labor organization (ILO), a cooperative is "a group of people, usually those with limited economic capacity, who, through a democratically supervised form of corporate organization, each contribute equally to the capital needed, and are willing to bear it. (Subandi, 2009). According to Sugiyanto (2008), a cooperative is a joint venture consisting of people, a group of people, or a combined legal entity in the form of activities based

on cooperative principles and a people's economic movement based on the principle of kinship.

Meanwhile, according to Soediatmadja, a cooperative is an association of people who are equal as human beings, regardless of the type of religion and politics, who voluntarily enter into fulfilling the material needs of shared responsibility (as cited in (Hendrojogi, 2009, p.25). Credit cooperatives are cooperatives that are engaged in the business of capital formation through the savings of members regularly and continuously to be lent to other members in an easy, cheap, fast, and appropriate way for productive and welfare purposes (Anoraga & Widiyanti, 1993). Suppose it is explained from the above understanding that the business capital credit cooperative is in the form of regular savings (mandatory savings). In that case, the disbursement process is quite fast then has a function for production and welfare.

Credit Union, commonly abbreviated (CU), comes from the Latin *credere*, which means trust, and *unio* or *unus* means collection. Credit Union means a group of people who trust each other in a unifying bond and agree to save their money to create joint capital to be lent to members for productive and welfare purposes (Petebang et al., 2010). Wangania (2017) defined CU as a community association that trusts each other and agrees to help fellow members to help themselves by saving and lending their savings to fellow members based on mutual trust for welfare together. The purpose of CU is one of the economic pillars in the context of poverty alleviation, which can be seen from the activities contained in the CU to improve the welfare of members (Kampo, 2020). As also stated by Raiffeisen (1864, as cited in Kampo, 2020) that collecting money among the laborers and farmers and distributing the money to help those who are in need among them is much better for poverty alleviation instead of based on compassion and donation. They also added that CU contributes directly to small and medium-sized communities and goes to all villages around the CU. For this reason, the potential existence of CU at this time must be developed, and the government must see the existence of CU as a model in poverty alleviation (Anoraga and Widiyanti, 1993).

According to Widiyanti (2002, as cited in Haridyanti, 2018), in its implementation, credit unions are always in demand by the community, so they must apply the following principles: (1) membership is voluntary and open, (2) democratic oversight by members, (3) autonomy and independence (4) education, (5), training and information and information. If credit unions make this principle a good value, then the relationship between rights and obligations applies, and at the same time, members will carry out their obligations voluntarily. Credit unions are giving credit to their members. However, in principle, they have to carry out checks before giving loans to members while still applying the 5C principles: Character, Capacity, Capital, Condition, and Collateral mentioned by Rivai & Veithzal (2008, p.348-352). This study explores the role of CU Betang Asi in improving the family economy in Central Kalimantan. To know all that, it must be known in advance about the meaning of the role that the role is individual and individual as an organizational group and does something to the community (Soekanto, 2005, p. 244). He further said that role is a form of implementation of rights and obligations both in organizational and social life, as with CU Betang Asi's role.

Build and develop the potential economic capacity of Credit Union members and society to improve economic and social welfare. Take an active role in enhancing the quality of human life in society. Strengthening the economy of members and

society as a basis for the strength and resilience of the social economy. Meanwhile, according to Ward Aronoff, a family business is called a family company if it consists of two or more members overseeing its finances. In the same article, according to Donneley (2002), an organization is said to be a family company if at least two generations are involved in the family and influence the company's policies.

A previous study conducted by Carollina and Sutarta with the title "Peranan Credit Union Sebagai Lembaga Pembiayaan Mikro Studi Kasus: Pada Usaha Umkm Di Desa Tumbang Manggo Kecamatan Sanaman Mantikei, Kabupaten Katingan, Provinsi Kalimantan Tengah Tahun 2013" found that CU TPK Tumbang Manggo Village does not only act as a financing institution to assist the community in obtaining funding for business capital but also give an education and training for members. The members chose CU mostly because easy in obtaining a loan and satisfactory service. Another study by Sarwoko (2009) with the title "Analisis Peranan Koperasi Simpan Pinjam/Unit Simpan Pinjam Dalam Upaya Pengembangan Umkm Di Kabupaten Malang" found that the cooperation has successfully developed their members by giving capital, training and management skills. However, the study by Fatimah and Darna with the title "Peranan Koperasi Dalam Mendukung Permodalan Usaha Kecil Dan Mikro (UKM)" found that due to the small number of cooperations, lack of knowledge of the members, and lack of trust on small-medium enterprises (SMEs) in Depok resulting in less members joining cooperations and thus, less capital could be distributed to the SMEs.

3. Research Method

The qualitative study method was chosen in this study because the study was carried out through field observations, and the data were analyzed by non-statistical means. Furthermore, the qualitative approach chosen is ethnomethodology, namely to understand how people perceive, explain, and describe their life system (Heritage, 1992). Data collection was carried out descriptively, which was then written in the report. The data obtained from this study were in the form of words, pictures, and not numbers. To ensure the validity and reliability of the results, this study applied triangulation analysis, both the triangulation method and data source (Yin, 2014). This study focused on the emic perspective, which is more concerned with the respondent's view, namely how he views and interprets the world from his standpoint (Rowell, 2011; Liu, 2011). Verification of this study used negative or positive conflict cases (Yin, 2014). Purposive sampling has a small sample and is selected according to study objectives (Faturhaman & Daryana, 2017: 22-26). The key informers were five CU officers and eight members of CU. The officers were Mr. Ambu (Director of CU Betang Asi), Ms. Leani (Deputy General Manager of CU Betang Asi), Mr. Lenggor (General affairs of CU Betang Asi as well as the founder of CU Betang Asi), and Mr. Atir Purnawan and Mr. Wayan (General affairs of CU of Betang Asi). Among the members were Ms. Dayanti (Chairman of the Patin fish group), representatives of Pork businesses (Mr. Agus, Mr. Indra, and Ms. Leli), representatives of rattan handicraft businesses (Ms. Nusi and Mr. Valentinos), and representatives of laying hen businesses (Mr. Lukas and Mr. Stefanus). In total, thirteen key informants were adequate to run the study (Yin, 2014).

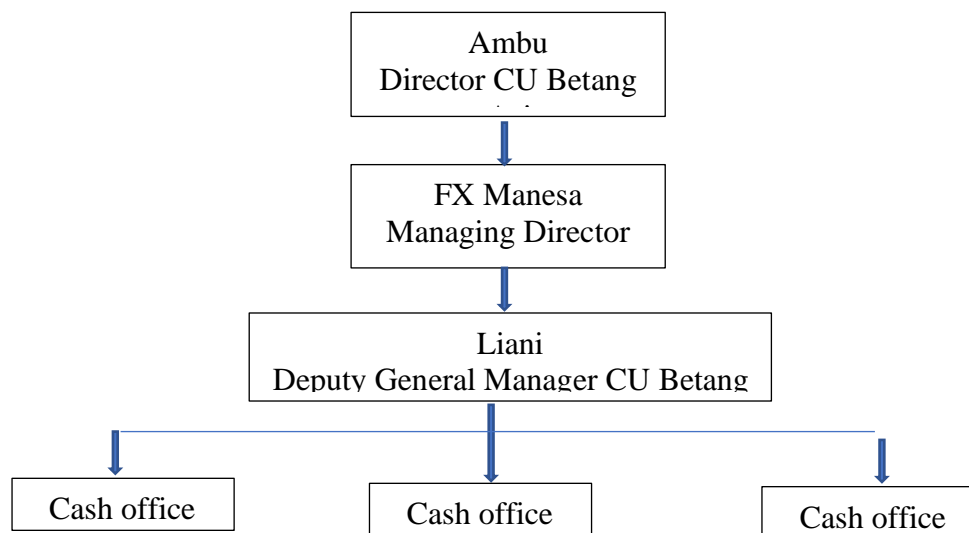
4. Result and Discussion

4.1. Credit Union Betang Asi

Betang Asi Credit Union was founded in 2003 on March 26. Then they joined Puskopdit BKCU Kalimantan on May 02, about two months after the date of establishment. The rapid development of CU Betang Asi, three years later, already has a legal entity. Betang Asi Credit Union has 19 business branches. Eighteen products and services and has 40,777 members (Kopdit CU Betang Asi, 2020). The role of the Betang Asi Credit Union in providing business capital for the small community, especially the Dayak community, has had a significant impact so that some of its businesses have grown from just one business unit to reaching several business units. However, the question is whether CU Betang Asi only focuses on providing capital or are there other factors that ultimately have a significant impact on business development. Therefore, this study was conducted to explore the role of C.U Betang Asi for family businesses in Palangkaraya, Central Kalimantan, and what businesses have been developed by the presence of CU Betang Asi in Palangkaraya, Central Kalimantan.

CU Betang Asi has a mission to create member welfare through empowerment and professional financial services. Meanwhile, the vision depicts the actual object, namely a Credit Union based on the trusted and lasting Dayak community in Central Kalimantan. The core values of CU Betang Asi are taken from the words "Harati" Honesty, Alertness, Reliability, Accountability, Transparency, and Integrity. All these core values are summarized in the slogan "Handep Hapakat Sewut Batarung" (Puskopdit BKCU Kalimantan, 2020). CU Betang Asi has a short management structure which consists of the director, managing director, and deputy general manager (Figure.1).

Figure 1. Organizational Structure of CU Betang Asi.



Source : Data Results

4.2. Products and Services of CU Betang Asi

To become a member of CU Betang Asi, you are required to

1. complete the registration form,
2. have a maximum of 60 years old,
3. administrative completeness in the form of an identity card,
4. membership deposits amounting to IDR 1,310,000,
5. Alternatively, make a loan of IDR 295,000 cash and a minimum of IDR 1,040,000 capitalist loans.

Members of CU Betang Asi can select several deposits: 1. Member Savings; 2. Savings; 3. Save Human; 4. Manda Madau Savings; 5. Balanga Savings; 6. Harati Savings; 7. Tahari Savings; 8. Tungkeh Savings; 9. Travel Savings; 10. Bag Storage. After making the savings, CU members can also get a loan facility consisting of 1. Capital Asian loans; 2. Full credit; 3. Consumer Credit; 4. Harati Credit; 5. Taste credit; 6. Huma Credit; 7. Group business credit; 8. Microcredit (cubetangasi.co.id, 2020).

4.3. Product Focus

This study is aimed at the Dayak indigenous people who have been assisted by Betang Asi, located on Pisang Island. Betang is one of the areas in Central Kalimantan. The name Betang comes from the word Huma Betang which means big, and Betang also has a meaning originating from elements of universal culture. According to Koentjaraningrat, the universal cultural concept quoted by Apandie and Denial is (1) Religious system (2) Social system or social organization (3) Knowledge system derived from flora and fauna (4) Language used as a means of communication (5) consisting of sculpture, relief, painting and drawing, make-up, vocals, and buildings (6) Livelihood systems that come from hunting for food, farming, livestock, fisheries, trade (7) Living equipment or technology systems, transportation, communications, housing, and weapons. (Apandie & Danial, 2019: 79). Based on the philosophy of Betang, the focus of the products that Betang Asi supports is the livestock mentioned in the Dayacology Institute and the livestock that is commonly used are chickens, dogs, and pigs (Culture-Dayak.com). Animal husbandry is also assisted by betang, as is the Patin Farm as water-based livestock. Meanwhile, the forest products provided by Betang Asi are woven products derived from forest products such as hat bags, mats, and traditional weapons, Mandau.

4.4. The role of CU Betang Asi

The function of CU Betang Asi is to build and develop the potential economic capacity of its members, to play an active role in enhancing the quality of human life in society as well as strengthen the economy of members and society as an actual effort for the strength and resilience of the social economy. As a financial institution, Betang Asi also makes efforts so that people follow the basic principles of financial institutions in providing credit, namely the 5 Cs, namely Character, Capacity, Capital, Condition, and Collateral. Hence, CU Betang Asi has the following roles:

1. Capital

The capital made by CU Betang Asi is capital in the form of groups; that is, each business unit must have a group, and before that, it must already have a business. In one group, there are six people for each business unit, and each person from the group gets 10 million, so the total capital of the whole group is 60 million. Each group has a different amount depending on what business it does, and the ability of

each group to return money to CU Betang Asi with flat interest for one year is 1%. Before lowering the loan capital to people who want to finance from CU Betang Asi, a survey concept is carried out in risk management involving the 5C. Then each group is also guided in their business so their capital can return to CU Betang Asi and not burden the borrower. There is even a policy to extend the credit if they cannot pay the loan yet.

Each member who gets the capital feels gratitude because none of them had any collateral in the beginning to start the business. They appreciate the concept where members help other members with minimal interest to start the business. They also realize that the profit is not for them entirely but also to save some to increase the company's capital for future development. They also experienced being unable to pay the installment due to low sales or crop failure due to many factors. They again felt gratitude for the extended period instead of forcing them to pay off the debt. They also realize that the capital gained will be used for other members. Hence they carefully use the capital and do their best to return the capital they owe to ensure the other members could get it in the next turn.

2. Financial Management

The manifestation of strengthening the economy of members and society as a basis for the strength and resilience of the social economy and the embodiment of the principle of lending money from financial institutions. The training provided involves financial management where IDR 10,000 is saved as cash while the rest is bought for production that must be raised. So that they do not have the burden of making the payments at the time of payment. In addition, CU Betang Asi also conducts bookkeeping training so that the members' income can be estimated in business development and bookkeeping to anticipate the payment that should be paid to CU Betang Asi.

Learning financial management, they realize that the money they earn is not entirely to be used for consumption but the sustainability and growth of their business in the future. That is why they usually take their salary as the owner and keep some to grow the capital for their company. They also check the business's liability to make sure they could pay the installment on time and think of other plans if they could not get enough money to return it. It was hard in the beginning to learn bookkeeping and not to mention to keep the record of the sales because it is a new habit for them that they have to develop. Usually, whatever they earned was kept and used for every need without differing between which belonged to the family and which was for the company.

3. Business Process

Management training is given on how products can be developed, how every business activity can be marketed regarding product packaging, and which products should be sold. Further, the development of human resources is also conducted, especially for the rattan products, so the members can focus on fulfilling the local and regional needs.

This is exciting because they thought having a plastic bag would do for packaging. They realize after the training how important is the attractiveness of the packaging for consumers. They are also happy to find out that the value of their products is

not only valued from the quality but also the packaging. This is new stuff for them. Hence, they always try new ways to package their product to suit the different groups of people's needs. They also realize they can sell the products at different prices, best on the best and medium quality, and never sell the bad quality ones. They feel that packaging is some art that can not be decided very soon, and time must be taken in good care to decide which packaging should be delivered to which customers. By that, there is a hope that their customers will be loyal and increase their future customers not only locally but also nationally. They provide customized packaging based on the customers' requirements to satisfy them. Hence, they genuinely feel that training on the packaging has greatly enlightened them.

4. Marketing Management

The assistance provided by CU Betang Asi is to find the market, introduce them to the market, and gather the buyers and the sellers by inviting the buyers directly to the farmhouse, fish pond, and rattan handicrafts. Also, if there are no buyers, Betang Asi management will make the purchases so that the members do not have to look for customers who will buy the products.

Marketing is truly an art and science at the same time. A good quality product and attractive packaging will do nothing if there are no customers. Hence, finding customers via a marketing channel is required. The CU Betang Asi has helped them a lot by getting the customers directly to the farmhouse, fish pond, or rattan handicrafts, and it is up to them to maintain their customers for the future. According to them, customers from other cities are challenging because they have different behavior, culture, etc., and they must adapt to keep the customers. They cannot say enough gratitude to CU Betang Asi when they had a crop failure or fewer customers came because the management of CU Betang Asi took care of the sales to help them overcome the situation. However, it did not make them lazy to get customers because they realized that they were not the only ones who needed help, but other members were as well.

5. Conclusion and Implications

Based on the above study, it can be concluded that CU Betang Asi, in its activities, builds and develop the potential economic capacity of its members and then plays an active role in enhancing the quality of human life in the community and strengthening the economy of members and society as an actual effort for the strength and resilience of the social economy. As a financial institution, CU Betang Asi also ensures that the community conforms to the basic principles of financial institutions in providing credit, namely 5C Character, Capacity, Capital, Condition, and Collateral. Implementing these financial functions and principles provides capital, business process, financial management, and marketing. Since CU is also a business unit, the managers need to check on the members who want to lend the capital based on 5C. If it fails to apply, the CU will face significant problems such as failing to distribute the capital to whom it is needed when the member could not pay off the debt. To avoid bias, gathering a few people to check on the members and decide which one deserves the capital loan is advisable. Then, a little interest is not the prime factor in ensuring the loan is returned. Based on the study, business

processes, marketing, and financial management knowledge are also critical since many do not know how to attract customers. Not to mention, considering the company's money is also the family's money will cause a massive problem in the future.

Last is how to get the customers for the first time. CU needs to get the customers directly to where the products are sold and tie up the relationship between the sellers and the buyers. Since the members are only skillful in creating the product and not getting customers, customers should be attracted not only from the local but also from different cities or countries to ascertain the sustainability of their business. Hence, the CU should become the agent to find customers for the members for the first time in the hope that they can maintain their buying and selling relationship in the future. As every study has a limitation, this study could not go deeper to find out their strategy to expand the business by looking at the evidence that family businesses are rare to survive in Indonesia and the world. The way of their think about surviving the business only is another barrier to going deeper. Hence, future studies need to elaborate more on their strategy to grow and transform in the future. This study was limited to Dayak indigenous only. Hence, future studies can expand the study to other races in Palangkaraya, such as Javanese, Sundanese, Malay, Madurese, etc., who are newcomers there.

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