

Development of a Cooperative Institutional Model in Reducing Poverty in Coastal Communities at KUD Mino Saroyo, Cilacap Regency, Indonesia

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Abstract:

This study aims to analyze how the Village Unit Cooperative (KUD) Mino Saroyo in Cilacap Regency, Central Java Province in developing strong institutions to provide solutions for poverty reduction in the Coastal Area of Cilacap Regency. This research uses qualitative research methods, this research challenge Scott's institutional theory (2008) which reveals that there are three pillars in institutional capacity building, including coastal community institutions, namely the Regulative pillar, Normative pillar and Cultural-Cognitive pillar. The results showed that KUD Mino Saroyo is an independent cooperative with many business units with turnover reaching tens of billions. KUD Mino Saroyo is an example of a cooperative with innovation in managing business units to successfully obtain large profits and help reduce poverty in the coastal region of Cilacap. Suggestions of this study, required the management of business units by personal competent per the field of business units. The theoretical implication is that there needs to be an additional competency factor in Merilee S. Grindle's theory. In determining the leader, the Normative aspect in Scott's theory needs to be differentiated in a society that still tends to choose leaders based on image and not based on competence. The election of the highest leader remains by the voting community per the values and norms believed by the community, but for the lower leaders who need special competence, for example to lead a cooperative business unit. The values and norms are not submitted to the voting community, but are determined by a competent and authorized institution, which is then appointed and appointed by the highest leader.

Keywords: Cooperative Institutions, Poverty, Coastal Communities.

Introduction:

The image of fishermen's poverty is actually an irony, considering that Indonesia has a very large sea area, wider than the land area. In the sea area, there are also various resources that have high economic potential, which should be utilized to ensure the welfare of fishermen and their families.

The Government of the Republic of Indonesia has also implemented many empowerment programs for coastal communities, including the Coastal Community Economic Empowerment (PEMP) program.

A number of Government policies to improve the social welfare of fishermen have been issued.

However, many poverty alleviation programs are less effective in implementation because they have not touched the real conditions needed by fishermen, or there is no integrated poverty alleviation system program between related agencies. Such programs include the Small Investment Credit (KIK), Permanent Working Capital Credit (KMKP). The programs are aimed at economically weak entrepreneurs, including fishermen. KIK is a medium/long-term credit used for equipment rehabilitation or modernization. KMKP is intended for small or indigenous entrepreneurs with special requirements as business capital. Bimas credit is intended for small and rural entrepreneurs to help increase production. In reality, this package of assistance has not been able to overcome the problems, so the government should at least review the policies of the credit assistance program for fishing communities.

Several studies in Indonesia show that improving the economic welfare of coastal communities can also be done by increasing the capacity of coastal community economic institutions, such as fishermen's groups or cooperatives in coastal areas. Research conducted by Darmawan (2019) shows that the economic institutions of coastal communities are very important for improving the welfare of coastal communities. Likewise, research conducted by Restianita Cineretta, et al. (2020) and Yakop Noho Nani (2021) shows that institutional capacity building in coastal communities is a necessity. The stronger the community's economic institutions are expected to have a positive impact on increasing community income and leading to an increase in the welfare of coastal communities in Indonesia.

According to data from BPS Cilacap Regency, the Annual Poverty Rate 2020-2023 for Cilacap Regency is as follows:

Tabel 1. Data Kemiskinan Kabupaten Cilacap

Poverty Indicator	Annual Poverty		
	2020	2021	2022
Poverty Line	351.735	363.367	384.955
Number of People in Poverty	198.60	201.71	190.96
Headcount Index	11.46	11.67	11.02
Poverty Gap Index	0.95	1.48	1.47
Poverty Severity Index	0.13	0.30	0.33

Source: BPS Cilacap Regency (2022)

One of the economic institutions that plays a role in reducing poverty in Cilacap Regency is the Village Unit Cooperative (KUD) Mino Saroyo. This cooperative is located in the coastal area of Cilacap Regency. This cooperative began to develop since 1978. KUD "Mino Saroyo" Cilacap has been awarded the title of Independent KUD since January 15, 1990. KUD Mino Saroyo has various lines of business. The main business is to serve the needs of members and the needs of supplies to the

sea until the marketing of fishery products, the sale of fishermen's catches sold through the fish auction (TPI) as many as 8 units located in each group of fishermen. In addition, KUD Mino Saroyo has various business units, among others; 1 unit of SPBB, 1 unit of gas station, 4 units of SPBUN, 1 unit of FBA (Fish Bunker Agent), 1 unit of Freezing Center/Cold Storage, 1 unit of Waserda, 500 fish baskets, 1 unit of photo cop machine, 1 unit of ambulance, 1 unit of hearse car, Meeting

Hall 1 Unit, Swamitra USP / LKM dana yaksa 1 Unit, Clean Water Service 1 Unit, Electricity Service 1 Unit, Futsal Sports Building 1 Unit, Library 1 Unit, Mobil Bok / Refrigerator 1 Unit (s) Contractor Unit 1 Unit and Housing as much.

In 2020 KUD Mino Saroyo has assets of Rp. 28,878,712,809.32 (Twenty Eight Billion Eight Ratur Seventy Eight Million Seven Hundred Twelve Thousand Eight Hundred Nine point thirty two rupiah). This dissertation research is important because it seeks to reveal how the Village Unit Cooperative (KUD) Mino Saroyo in Cilacap Regency, Central Java Province, develops a strong institution that is able to provide solutions for poverty reduction in the Coastal Area of Cilacap Regency. From this research is expected to find the right institutional model that is able to reduce poverty in coastal communities.

In accordance with the 1992 Cooperative Law article 32, where the manager is appointed by the management, in this case the Chairman of the Cooperative. While MANAGER, is a new innovation in KUD Mino Saroyo, where this manager organizes and controls the leadership of each cooperative business that is a business manager. In this case, the manager is appointed and responsible to the Chairman of the Cooperative, and there is a delegation of authority in the management of various cooperative businesses from the Chairman of the Cooperative to the Manager. Referring to Law No.25, 1992 concerning Cooperatives, in Chapter VI the organizational device consists of: member meetings, management, and supervisors. With the Cooperative Act in force and the existence of organizational innovation in KUD Mino Saroyo with various successes achieved, it is interesting to study so that it can be found a new institutional model that is appropriate to be applied in cooperative institutions in reducing poverty in Indonesia.

Scot (2008) revealed that there are three pillars in institutional capacity building, including coastal community institutions, namely the Regulative pillar, the Normative pillar and the Cultural-

Cognitive pillar. The regulative pillar in institutions focuses more on restrictions or prohibitions through making rules on human behavior. The normative pillar focuses on normative rules that provide provisions or instructions, evaluating, obligations into the dimensions of social life. The normative system consists of values and norms. While the cultural-cognitive pillar focuses on shared conceptions that are the nature of social reality through a framework of meaning that is made. Along with this matter, this research is based on the problem of poverty experienced by coastal communities and connects it with efforts to build a strong economic institution, which is able to improve the economy of fishermen and reduce poverty in coastal areas.

In this study can be formulated problems, namely (1) How the existing institutions in KUD Mino Saroyo can reduce poverty in the coastal areas of Cilacap Regency, Central Java Province? ; (2) How the supporting factors and institutional barriers in KUD Mino Saroyo so that it plays a role in reducing poverty in the coastal areas of the community in the Cilacap Regency, Central Java Province? ; (3) How the institutional model at KUD Mino Saroyo in reducing poverty in the coastal areas of Cilacap Regency, Central Java Province. Based on the formulation of the problem above, the objectives of this study are: (1) To describe and analyze the existing conditions of institutions in KUD Mino Saroyo in reducing poverty in the coastal areas of Cilacap Regency, Central Java Province; (2) To analyze the supporting factors and institutional barriers that exist in KUD Mino Saroyo so that it plays a role in reducing community poverty in the coastal areas of Cilacap Regency, Central Java Province; (3) To develop a model of cooperative institutions in reducing community poverty in coastal areas in Cilacap Regency, Central Java Province.

Method:

This research uses qualitative research methods. Creswell (2014) in his book entitled "Qualitative Inquiry And Research Design" reveals five traditions of qualitative research, namely:

biography, phenomenology, grounded theory, case studies and ethnography. Creswell (2014) states that qualitative research can be defined as a process for understanding social problems or human problems based on a holistic picture, reporting informants' views in detail and scientifically structured. This research presents many empirical facts in a naturalistic manner about the institutional model at KUD Mino Saroyo in reducing poverty in the coastal areas of Cilacap Regency, Central Java Province. This research approach is qualitative using case study method in an effort to understand the institutional model of KUD Mino Saroyo in reducing poverty in the coastal areas of Cilacap Regency, Central Java Province. Meanwhile, the institutional analysis uses functional imperative (Adaptation, Goal-Attainment, Integration, Latency) according to Talcott Parsons.

The focus of this research is to analyze the institutional model of KUD Mino Saroyo in reducing poverty in the coastal areas of Cilacap Regency, Central Java Province. The location of this research is in the coastal areas of Cilacap Regency, Central Java Province, precisely in KUD Mino Saroyo Cilacap Regency. Primary and secondary data were collected through observation, semi-structured interviews, and literature studies supplemented by field notes, archives, websites, and findings obtained from the author's interpretation. The determination of informants used snowball sampling technique, meaning that statements from key informants were developed extensively to select people who are experts in their fields (J. W Creswell & Creswell, 2017). The subjects of this research are parties who are considered to be able to answer the research problems, namely; a) Central Java Provincial Government (Office of Cooperatives and MSMEs of Central Java Province); b) Cilacap Regency Government (Office of Cooperatives and MSMEs of Cilacap Regency); c) Management of KUD Mino Saroyo Cilacap Regency; d) Supervisor of KUD Mino Saroyo Cilacap Regency; e) Manager of KUD Mino Saroyo Cilacap Regency; f) Fishermen Group under KUD Mino Saroyo Cilacap Regency; g) General Public in the Cilacap

Coastal Area. The data analysis technique used is the model of Miles, Huberman and Saldana (2014), which consists of data collection, data presentation, data condensation and conclusion drawing.

Result and Discussion:

Institutional capacity development factors KUD Mino Saroyo according to Merille S Grindle (1997)

Goals

Some of the objectives of institutional capacity development factors include; (1) Improving Organizational Performance, which is to ensure that institutions can function effectively and efficiently in achieving its mission and vision; (2) Human Resources Development, which is to improve the skills and knowledge of staff to increase productivity and innovation; (3) Improving Accountability and Transparency by establishing clear systems to account for the use of resources and the results achieved; (4) Strengthening Cooperation and Networks by encouraging collaboration between institutions to share resources and knowledge; (5) Increasing Resilience and Adaptability by helping institutions to adapt to environmental changes and challenges faced; (6) Optimizing Resource Management: Ensuring effective and sustainable use of resources to achieve organizational goals. By focusing on these factors, the institution can become stronger and able to face future challenges. On January 15, 1990 KUD "Mino Saroyo" Cilacap was awarded the title of Independent KUD.

a. Vision

The realization of fishermen cooperatives as a strong and professional people's economic power for the welfare of fishermen members and surrounding communities.

b. Mission

- 1) Improve the image of cooperatives as a strong and professional, independent economic behavior, as the basis of the people's economy.

- 2) Improve access to capital through partnerships with members and the private sector, provide ease and certainty of investment and create a conducive business climate. (Interview Mr. Untung Jayanto Jayanto)

Structure of Work:

The organizational structure in KUD Mino Saroyo consists of the management and supervisors who apply According to Achmad (2010), the organization was formed to achieve a particular goal. The purpose of the organization is what encourages people to become members of an organization in the hope that the organization can fulfill his desires can even protect the interests of his life. A good organization simple form in accordance with the demands of the main tasks and functions that cause the workload. The organizational system used KUD Mino Saroyo is a management team because the form of cooperatives in general is not only headed on a

single program but includes work that manages in different areas of breadth. KUD Mino Saroyo particularly manage in the field of fisheries and at the same time should be close to the sea area.

Terms of membership of the Village Unit Cooperative Mino Saroyo Cilacap is a fisherman by profession or have fishing gear and boats / ships, domiciled in the working area of KUD Mino Saroyo, register through the local group leader, pay the principal savings, willing to perform obligations and rights as a member. Business facilities owned by KUD Mino Saroyo Cilacap that there is a business facilities unit is a fish auction unit, savings and loan unit, trade units / marketing and service units. KUD Mino Saroyo programs provided can improve the welfare of fishermen are social funds, famine funds, saving funds / savings fishermen. (Interview Mr. Untung Jayanto Jayanto) The following organizational structure KUD Mino Saroyo:

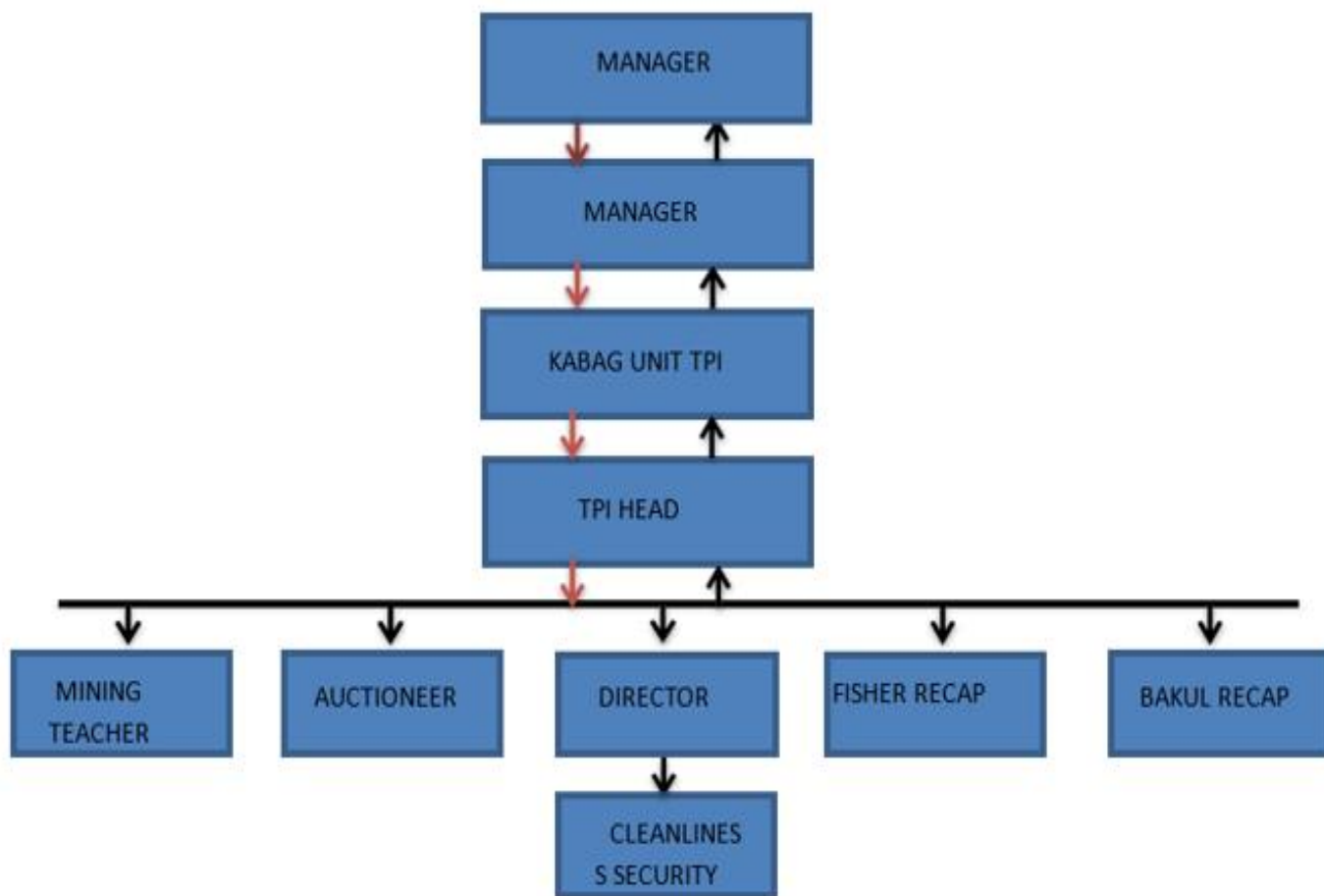


Figure 1: Organizational structure of KUD Mino Saroyo
 Source: Processed by researchers (2024)

KUD Mino Saroyo number of members every year has increased, KUD Mino Saroyo members themselves are fishermen who have fishing gear and go to sea. KUD Mino Saroyo manages eight TPIs located in Cilacap Ocean Fishing Port. The main business is to serve the needs of fishermen members and the needs of fishing supplies to the marketing of fishery products, the sale of fishermen's catches sold through TPI as many as 8 units of TPI located in each group of fishermen, where in the TPI there is a unit of facilities owned by KUD Mino Saroyo Cilacap. The Provincial Government handed over the management of TPI to the District Government, so that starting January 1, 2018 TPI managed by KUD Mino Saroyo Cilacap are TPI Sentolo Kawat, TPI Pandanarang, TPI Sidakaya, TPI Tegal Katilayu, TPI Lengkong, TPI PPSC, TPI Bengawan Donan and TPI Kemiren.

Incentive System:

Incentive is a reward given to employees for having achievements expected by the company, giving incentives is intended to increase productivity and retain employees who excel. Therefore, incentives as part of Jayanto's profit, especially given to workers who work well or who excel. So it can be said that incentives are a form of stimulation given to employees so that they can work with optimal abilities and direct employees to the company's desired behavior in order to achieve goals. Providing incentives is highly dependent on company policy and the achievements of each employee. As the incentive system provided by KUD Mino Saroyo that the incentive system provided is in the form of bonuses, piece work and commission.

Leadership:

Leadership is one of the issues that is quite interesting to discuss in business management, through the mass media, both electronic and print, which often displays a variety of opinions that discuss talks about leadership, research conducted by hidayatullah, namely Leadership is an inherent ability of a person who can lead, which depends on various factors, both internal and external factors

(Hidayatullah, 2021). Leadership can also affect the success of an organization or company in achieving its goals. The very strategic role of leadership to achieve the vision, mission and goals of an organization is a factor that can encourage humans to investigate in more detail about the ins and outs related to leadership, good leadership will be able to direct, encourage and regulate all elements in the group or organization to achieve a desired organizational goal so as to produce maximum employee / employee performance (Maulini, 2020). The provisions of the Chairman of the Cooperative with the Management are:

- a) The management is elected from and by the members of the Cooperative in the Members' Meeting.
- b) The Management is the proxy holder of the Members' Meeting.
- c) For the first time, the composition and names of the members of the Management are included in the deed of establishment.
- d) The maximum term of office of the Management is 5 (five) years.
- e) The requirements to be elected and appointed as members of the Management are stipulated in the Articles of Association.

The Chairman of the Cooperative together with the Management is in charge of:

- a) Managing the Cooperative and its business;
- b) Submitting a draft work plan and draft budget plan for the income and expenditure of the Cooperative;
- c) Organizing the Members Meeting;
- d) Submitting financial reports and accountability for the implementation of tasks;
- e) Organizing financial and inventory bookkeeping in an orderly manner;
- f) Maintaining a list of books of members and administrators.

What is meant by leaders in the Cooperative, are the Chairmen, Managers, and heads of business units. With this good leadership so that it can bring KUD Mino Saroyo become independent cooperatives and can help reduce poverty,

especially in the working area of KUD Mino Saroyo.

Physical Resources:

KUD Mino Saroyo has various fields of business. The main business serves the needs of members and the needs of supplies to sea until the marketing of fishery products, the sale of fishermen's catches sold through the fish auction (TPI) as many as 8 units located in - each Fishermen's Group. The following are various business units owned by KUD Mino Saroyo, namely (a) Fish Auction (TPI) as many as 8 pieces; (b) SPBB as many as 1 unit; (c) gas stations as many as 1 unit; (d) SPBUN as many as 4 units; (e) FBA (Fish Bunker Agent) as many as 1 unit; (f) Freezing Center / Cold Storage 1 unit; (g) Waserda 1 unit; (h) Fish Basket 500 pieces; (i) Photo Copy Machine 1 Unit; (j) Ambulance 1 Unit (k) Corpse Car 1 Unit; (l) Meeting Building 1 Unit; (m) Swamitra USP / LKM Dana Yaksa 1 Unit; (n) Clean Water Service 1 Unit; (o) Electricity Service 1 Unit; (p) Futsal Sports Building 1 Unit; (q) Library 1 Unit; (r) Bok / Refrigerated Car 1 Unit (s) Contractor Unit 1 Unit and (t) Housing 1 Unit.

Communication:

In the delivery of activities KUD Mino Saroyo, certainly require communication to customers. Communication is basically the delivery of statements from the communicator to the communicator, if the communication was going well and effectively then the delivery of activities of KUD Mino Saroyo will go well anyway. But if communication does not go well and effectively then the delivery of activities will occur misunderstood by the customers. Strategy in all things used to achieve a goal that has been created. The goal is not easily achieved without a strategy because basically any action or deed is inseparable from the strategy. To recognize the target communication KUD Mino Saroyo have the following factors:

a. Reference Frame Factor

The first step taken by KUD Mino Saroyo in this case the account officer learn who is the target in

the communication, the target is the financing customers are fishermen obtained from friends, relatives, neighbors, colleagues account officer KUD Mino Saroyo.

b. Factors Situation and Conditions

Communication situation when communicants will receive messages to be delivered. In order for communication to run effectively, because the atmosphere generated in a family, so that the obstacles that come can be minimized. What is meant here is the state of personality of the communicant, namely the physical and psychological state of the communicant when receiving the communicator's message.

Behavioral Norms:

Cooperatives are one form of legal entity that has been recognized in Indonesia and cooperatives are a collection of people who have common goals or interests. (Cashmere, 269-270) So the cooperative is a form of a group of people who have a common goal. This group of people who will become members and who will play an important role for members in the establishment of cooperative formation based on the principles of kinship and mutual cooperation. Cooperatives are business entities whose members are people or cooperative legal entities by basing their activities on cooperative principles as well as the people's economic movement based on family principles. So in a cooperative every member has the same position and the same role in the role of the cooperative. (Kartasapoetra, 2001) The definition of role according to the Indonesian Dictionary is something that is faced by people who have a position in society while the role is part of the main task that must be done. (Surayin, 2003)

In this case, uu no.25 of 1992 the role of the Village Unit Cooperative includes 4 things, namely as follows:

- a) The role of cooperatives to build and develop the potential and economic capacity of members in particular and the community in general in improving their economic and social welfare.

- b) The role of cooperatives to improve the quality of human life and society.
- c) The role of cooperatives to strengthen the people's economy as the basis of national strength and economy with cooperatives as the pillar.

Institutional Integration at Kud Mino Saroyo:

Aspects or pillars of institutional integration consist of regulative, normative and cultural cognitive (Scoot, 2008). The regulative pillar in institutions focuses more on restrictions or prohibitions through making rules for human behavior. According to Scoot (2008), the normative pillar focuses on normative rules that provide provisions or instructions, evaluating, obligations into the dimensions of social life. The normative system consists of values and norms. While the cultural-cognitive pillar focuses on shared conceptions that are the nature of social reality through a framework of meaning made. Institutional experts consider that the cognitive dimension of human existence is the mediation between the stimulus of the external world and the response of the individual organism obtained through internalizing a collection of symbols from the world picture (Scoot, 2008).

Regulative Aspect:

The regulative aspect of institutions focuses more on restrictions or prohibitions through making rules for human behavior. According to Scoot (2008) that specifically a combination of regulative pillars must be respected in the process of rule-making, governance, monitoring and sanctioning activities. The concept of the rule-making process involves the ability to set rules, check other conformity and when necessary, manipulate rewards, sanctions and punishments, in an attempt to influence future behavior. This process is through the dissemination of information, informal mechanisms involving customs in society such as shaming or exclusion activities, or may be very formal and assigned to specialized actors such as the police and courts.

Government Policy on Cooperatives during the Old Order Period:

The first law to regulate cooperatives in Indonesia was the Regulation of Cooperative Societies 1949,

in the State Gazette of 1949/No.179. The content of the law has similarities with the *Regeling Inlandsce Cooperative Verenigen Statsblad 91/Th. 1927*. When translated, there are similarities in the wording of Article 1: "The regulation of Indonesian Cooperative Societies (Bumiputera) as referred to in the ordinance dated March 19, 1927, is re-established as follows: Regulation of Cooperative Societies 1949.

The government continues to be urged to provide real efforts for the development of cooperatives to grow strong while still being based on cooperative values and character. At this insistence, Law No. 79 / 1958 concerning Cooperative Societies was born, as a law on cooperatives made by the Indonesian people themselves and became the first Cooperative Law in the Republic of Indonesia. Law No. 79/1958 on Cooperative Societies mandates that the government play an active role in advancing and developing cooperatives. Some very important points are included in its content. First, it regulates the character of cooperatives to be active, found in Article 2 paragraph (1) letter c, which states that cooperatives: Require and encourage their members to save regularly; Educate their members towards cooperative awareness; Organize one or several business fields in the cooperative field. Second, the government must play an active role in the progress of cooperatives. The government is obliged to provide guidelines and guidance that direct people to join cooperatives.

Government Policy on Cooperatives during the New Order Period:

Law No. 1/1967 on Foreign Investment became the first marker of the entrenched liberalism in the New Order government regime. The law has implications for the presence of foreign capital dominance in large-scale economic development, this has an impact on the marginalization of economic businesses driven by indigenous Indonesians, including cooperatives. The birth of the Foreign Investment Law, at the same time, was followed by the revocation of various legislation products of the Old Order Government regime. The Law on Cooperatives was also revoked or revised

with the issuance of the Cooperative Law number 25 of 1992.

Government Policy on Cooperatives in the Reform Era:

With the change of national leadership on May 21, 1998, from H.M Soeharto to BJ Habibie, as a result of the demands of national reform, then KH Abdulrahman Wahid was appointed President of the Republic of Indonesia based on the Decree of the People's Consultative Assembly of the Republic of Indonesia No. VI/MPR/1999 dated May 21, 1998. VI/MPR/1999 dated October 19, 1999 on the Appointment of the President of the Republic of Indonesia by the members of the People's Consultative Assembly of the Republic of Indonesia as a result of the General Election in July 1999, both Presidents shared the same opinion on the need to give a greater role to cooperatives, micro, small and medium enterprises which proved their resilience when facing the economic crisis, much stronger than large corporations. To realize this goal, the People's Consultative Assembly Decree No. IV/MPR/1999 on cooperatives was enacted. IV/MPR/1999 on GBHN 1999-2004, which stipulates that in order to realize the vision of realizing an equitable, democratic, competitive, advanced, peaceful and prosperous Indonesian society within the unitary state of the Republic of Indonesia, it is necessary to establish a mission to empower the community and all national economic forces, especially cooperatives, small and medium entrepreneurs by developing an equitable economic development system based on human resources and natural resources that are independent, productive, advanced, competitive, have environmental insight, and are sustainable.

During the reform period, cooperatives in general have shown institutional and business developments that are able to stimulate the national economy. But there are several obstacles that are still found for cooperatives to develop themselves as business entities, among others: Limited human resources that are able to manage cooperatives properly and with quality. The community has seen cooperatives as social business entities, not as

economic business entities oriented towards the welfare of their members. Cooperatives have not been fully handled in a professional management manner by applying technology. There is still limited access and cooperative financing schemes to internal financing sources. Still constrained by limited access to market information and marketing channels in the reform era, cooperative development policies are the responsibility of the Ministry of Cooperatives and Small and Medium Enterprises. Referring to the Presidential Regulation of the Republic of Indonesia No.: 09/M/2005, dated January 31, 2005, states that the position of the Ministry of Cooperatives and SMEs is an implementing element of the government with the task of assisting the President to coordinate the formulation of policies and coordinate the implementation of policies to empower cooperatives and SMEs in Indonesia. Institutional Integration on Regulative aspects, by combining the factors of capacity building (Merilee S. Grindle) in the form of Structure of Work, Incentive System, and Physical Resources at KUD Mino Saroyo, as described in the previous chapter, which is further poured into binding rules to be implemented according to its part by the Board, Supervisors, Managers, Managers, Employees, and all members of the Cooperative.

Normative Aspects in Kud Mino Saroyo:

Scot (2008) explains that the normative pillar focuses on normative rules that provide provisions or instructions, evaluations, obligations into the dimensions of social life. The normative system consists of values and norms. Scot (2008) further explains that values are conceptions together preferred or desirable with the construction of standards through which existing structures or behaviors can be compared and assessed. Whereas norms specify what to do, they specify legitimate ways to achieve goals to be valued. Long-term goals or short-term goals (e.g. winning a game, making a profit. But it also designates the proper way to pursue them (e.g. rules specifying how the game is to be played, fair business practices).

Some values and norms are shared by all members in order to create a sense of community, while others apply to selected types of actors or those in positions of power. This concept is called role where the role itself is the matching of goals and activities for a particular individual or social position. Actors become guidelines for how to behave. Normative systems usually set constraints on social behavior and so are what people do. At the same time, norms constrain and empower actors. The norm complex essentially explains what the obligations are for actors in accordance with the mandate (Scoot, 2008).

Institutional Integration in the Normative aspect, by combining capacity building factors (Merilee S. Grindle) in the form of Goals and Leadership at KUD Mino Saroyo, as described in the previous chapter, which is further poured into values and norms that are binding in determining the vision, mission, goals, as well as the values and competencies of each personnel who are leaders of each element of the Cooperative. In this case, the selection of leaders who became the board of Cooperatives in Indonesia, according to the phenomenon that occurred in Indonesia, it will be difficult to get a competent pepmimpin according to the field of cooperative business, so in KUD Mino Saroyo done innovation by forming a Manager to make the management of each cooperative business unit to be better.

Cultural Cognitive Aspects:

Cultural-cognitive approach focuses on the shared conception that is the nature of social reality through a framework of meaning (meaning) made by the community. Institutional experts consider that the cognitive dimension of human existence is the mediation between the stimulus of the external world and the response of the individual organism obtained through internalizing a collection of symbols from the world picture (Scoot, 2008). So the focus in cultural-cognitive is on how social life uses the framework of meaning and how meanings are produced and reproduced. As Scoot (2008) explains, a cultural-cognitive conception of institution stresses the central role played by the

socially mediated construction of common frameworks of meaning. Social and Cultural Empowerment encompasses promoting the valuable culture and traditions of fishers in their daily lives. In addition, it provides access to education and health services to fishing communities. Environmental Conservation is one of them to protect and maintain the coastal environment and marine natural resources and implement sustainable fisheries practices to protect marine ecosystems.

Institutional Integration on Cultural Cognitive aspects, by combining capacity building factors (Merilee S. Grindle) in the form of Communication and Behavioral Norms at KUD Mino Saroyo, as described in the previous chapter, by using proper communication with all relevant parties to accommodate the culture and reality of the local community in planning and running programs in KUD Mino Saroyo.

Conclusion:

The conclusion of this research is that KUD Mino Saroyo is an independent cooperative, which has many business units with turnover reaching tens of billions. KUD Mino Saroyo is an example of a cooperative with innovation in managing business units, so that it managed to get big profits and managed to help reduce poverty in the coastal region of Cilacap. Suggestions of this study, that to form a cooperative that is able to be independent and help reduce poverty, it is necessary to manage the business unit by competent personal according to the field of business units as the head of the business unit and competent managers to control the entire business unit. It needs a diploma of undergraduate education in accordance with the business unit for managers and leaders of business units or certificates of competence by authorized institutions.

While the implication of the theory is that there needs to be an additional competency factor in Merilee S. Grindle's theory. In determining the leader, the Normative aspect in Scott's theory, needs to be differentiated in a society that still tends to choose leaders based on image and not based on

competence, then the election of the highest leader remains by the voting community in accordance with the values and norms believed by the community, but for the lower leaders who need special competence, for example to lead a cooperative business unit, then the values and norms are not submitted to the voting community, but are determined by a competent and authorized institution, which is then appointed and appointed by the highest leader.

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