

Analysis of the Influence of Governance and Social Responsibility (CSR) on Performance and Savings and Loans Welfare Cooperative

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ABSTRACT

This research aims to determine the welfare of cooperative members through governance and social responsibility (CSR) variables. The research objects are the Bererod Gratia Savings and Loans Cooperative and the Madani Savings and Loans Cooperative. Samples were taken from cooperative members who had been members of the cooperative for 3 years or more. The research uses a qualitative approach to analyze the results of the questionnaire. Analysis was carried out using content analysis. Primary data was obtained from the results of interviews and questionnaires announced to respondents. Meanwhile, secondary data was taken from the 2020-2022 Annual Member Meeting Report. The questionnaire concluded that the welfare of cooperatives depends on good, professional and sustainable governance and social responsibility (CSR). Good Corporate Governance is manifested in transparency, accountability, responsibility, independence, equality and fairness in every financial transaction, level of management commitment, quality of cooperative performance, and decision making that involves all members. Research also shows the responsibility of social cooperatives for the welfare of members and the surrounding community which has a positive influence in the form of social, economic, environmental, law-abiding, and education-health. Finally, research shows that professional quality performance by having work motivation, good financial freedom, a conducive work environment, opportunities for self-development, a strong collaborative team, and sustainable financial stability can help the welfare of cooperative members and the desire for cooperatives. The research results show that both cooperatives have succeeded in promoting the welfare of their members. Suggestions for further research include research on other cooperatives. not limited to just two cooperatives and with a wider working area coverage.



Introduction

Cooperatives play an important role in Indonesia's economic growth, meaning cooperatives are formed to improve welfare. The existence of cooperatives is a symbol of the struggle of the lower economic class, because it has various efforts to improve the standard of living of its members, especially savings and loan cooperatives. According to experts, savings and loan cooperatives are very important in improving the economy of countries affected by the Covid-19 pandemic, acting as an alternative to MSMEs, because they provide financing (tenor, loan interest, credit amount). This financing is called "self-help", which is related to helping its members optimally according to their goals.

And in research by Dwiputri, et.al, 2022., they identified the influence of savings and loan cooperatives in improving community welfare, showing that the use of cooperative savings and loan credit can have a positive effect in improving community welfare. This research can be used as a basis for formulating community policies in an effort to improve community welfare through cooperatives. Likewise, if members are committed together, they will be able to obtain the maximum benefits and prosperity through openness, accountability, accountability, independence, equality and fairness in accordance with applicable ethics and regulations, accompanied by a model for implementing effective governance, social health, finance and sustainable economic cooperatives.

Messabia, N., (2022), governance that is not based on the principles of good cooperative governance has the potential to have a negative impact on the health of cooperatives and the survival of cooperatives, this is the experience of the Haitian community when making new contributions to a strong SACCO governance and management model and sustainability as the key to success in the prosperity of its members.

Cooperatives create sustainable businesses that produce employment opportunities, prosperity which can be seen from economic and social factors will become capital for cooperatives, this requires good and optimal performance. This capital also has an impact on sustainable national development (Dwiputri, et.al., 2022). Social capital in cooperatives has become important capital to achieve goals other than material capital. For the continuity and sustainability of cooperatives with social responsibility/CSR, namely a way to increase company profits in a sustainable way. This starts with setting aside profits/budget for donations and philanthropy, donations which are the company's/institution's obligation to stakeholders (Radyati, 2014). CSR expectations effectively demonstrate responsibility that has an impact on the economy, environment and social, performance and governance, so that it can improve the welfare of members.

Governance

Community welfare is considered important for improving the economic aspect, which is the basis for why cooperatives emerge and develop and compete with competitors, so that cooperative governance is needed that creates a good, professional, responsible, transparent and sustainable cooperative atmosphere. Cooperative

governance is a framework in the form of roles, rules and patterns of connection of cooperative organs in directing and controlling efforts to realize the aims and objectives of the cooperative (Abdurahman & Waworuntu, 2017).

Governance cannot be separated from the basic principles of good governance, according to, among others: 1). Openness: is openness in carrying out the decision-making process and openness in presenting material and relevant information regarding cooperatives. 2). Accountability is clarity of function, structure, system and accountability of cooperative organs so that cooperative management is carried out effectively. 3). Accountability is conformity (compliance) in company management to healthy corporate principles and applicable laws and regulations. 4). Independence, is a situation where a cooperative is managed professionally without conflicts of interest and influence/pressure from management that is not in accordance with applicable rules and regulations and healthy corporate principles. 5). Equality and fairness, is fair and equitable treatment in fulfilling stakeholder rights that arise based on agreements and applicable laws and regulations. (Henock, 2019).

Social Responsibility (CSR)

Social responsibility (CSR) is an organization's commitment to participate in sustainable economic development in order to improve the quality of life and the environment which is beneficial, both for the organization itself, the local community and society in general (Article 1 number 3 UUPT). CSR is a form of corporate social responsibility towards the surrounding community, by implementing various programs that are beneficial and have an impact on members and the surrounding community.

CSR is an integral activity by integrating the company's management system, so that CSR is carried out by all individuals in the company. CSR is also a business organization strategy, with responsibility and accountability at all levels, both in decision making and in implementing operational activities through practical actions (Radyati, 2013).

CSR is expected to be able to create innovations that help an organization create superior value to create sustainable change. According to Crane, et.al, 2018 in Radyati, 2014, CSR is voluntary in bearing costs or managing institutional externalities that are stakeholder-oriented, synchronizes social, economic and cultural responsibilities practiced within the company and goes beyond generosity (philanthropy).

In this research, it is an indicator of social responsibility (CSR) from the dimensions: social, environmental, economic, legal, education and health, which can improve members' welfare in the following ways: access to savings/loans, financial contributions (education, health), training and self-development, and access to financial services/services, being involved in decision making, and being aware of the law. This in cooperatives is positively related to member satisfaction related to the size and degree of homogeneity in membership and the size and complexity of the cooperative business. And this dimension has an important role in achieving cooperative goals, namely member welfare (Mathuva & Kiweu, 201).

Performance

Employee performance is a result of the work of a person or group in a company, which is successfully achieved in its duties and responsibilities to a job. The results of this work are closely related to the achievement of company goals (in quality and quantity in accordance with predetermined standards based on the responsibilities given).

Performance is the result of the work or activities of a person or group in a company that is influenced by various factors to achieve goals in a certain period (Tika, 2006). As for the factors that affect employee performance, according to Robert L. Mathis and John H. Jackson, 2001 as follows:

1. Work motivation, which is the drive that arises in oneself that is realized or not to produce the best performance.
2. Salaries and incentives, the amount of salary and incentives received can affect employee performance.
3. Work environment (support, relationship with the company) the need for a conducive and comfortable and healthy environment that will affect physical and psychological conditions.

The problems that affect employee performance: a) Communication patterns, b) Conflicts between employees, c) Decreased work productivity, d) Lack of discipline levels (realtime and reward - punishment systems), e) Low performance satisfaction with the company. To anticipate existing problems, an organization uses performance appraisal standards to develop an organization effectively and efficiently. Performance appraisal is very beneficial for the dynamics of overall organizational growth and with performance can be known the true condition of how employees are performing (Satar, 2018).

The purpose of this study is to analyze how transparency, accountability, responsibility, independency, fairness, and social responsibility / CSR have an influence on cooperative performance in improving the welfare of cooperative members.

Research Methods

This research uses descriptive qualitative methods to analyze the influence of governance and social responsibility on the performance and welfare of savings and loan cooperatives. The objects of research are the Pererod Gratia Savings and Loans Cooperative and the Madani Savings and Loans Cooperative. Respondents in this study were administrators, administrative management, and cooperative members for 3 years or more. This research was analyzed using content analysis (Content Analysis). Primary data was obtained from the results of interviews and questionnaires distributed to members, administrators and administrative management who were respondents. Meanwhile, secondary data was taken from the Annual Member Meeting Report (2020-2022).

Data Collection Methods

The data sources obtained for this research were taken from primary data and secondary data. Primary data was obtained from direct interviews with cooperative administrators and written interviews using structured and closed questionnaires collected from cooperative administrators and members. Regarding variables and indicators, the questionnaire is divided into three parts, first: respondent profile, second part: respondent participation, third part: to measure member welfare through governance and CSR variables. Secondary data was also collected from financial reports disclosed in the 2020-2022 Annual Member Meeting (RAT) documents, journals and other information obtained from their respective websites and articles in the media.

Research result

The aim of this research is to analyze how transparency, accountability, responsibility, independence, fairness, and social responsibility/CSR have an influence on the performance and welfare of savings and loan cooperatives.

Transparency Analysis

There is openness between the management and members, especially in terms of financial reports as outlined in the annual member meeting (RAT) report at the Madani credit union cooperative as many as 122 people out of a total of 125 respondents with a percentage of 77.6%, as well as the openness stated by The majority of members of the Bererod Gratia credit union cooperative have the same view regarding openness in financial reports as outlined in the RAT report as many as 122 people with the same percentage value as the Madani credit union cooperative of 77.6%. Financial openness, namely: in all financial transactions, lending purposes, including cooperative financial management with a percentage of 98.4%. Apart from that, members also get information related to cooperative finances and operational costs. This statement was expressed by 118 members of the Madani credit union cooperative out of a total of 125 respondents, and the same thing was also expressed by members of the Bererod Gratia credit union cooperative, 110 people. from a total of 125 respondents.

Accountability Analysis

Regarding accountability, almost all members of the Madani credit union cooperative were 124 people or 99.2% of the total members of 125 people, which as respondents stated that there was ease of accessing finance or credit, while members of the Bererod Gratia credit union cooperative amounted to 121 people or 96% of the total 125 people also stated the same thing as the ease of accessing finance or credit,

Responsibility Analysis

Studies related to responsibility variables in aspects of responsibility for duties and obligations, such as loan payments, participating in cooperative activities, participating in training/skills carried out professionally and responsibly, are also involved in increasing cooperative membership. This statement was supported by respondents from Madani credit union cooperative members as many as 123 people or 98.4% of 125 people and from Bererod Gratia credit union cooperative members as many as 124 people or 99.2% of the total respondents 125 people. From the results of the data collection, it shows that 99.2% of respondents of CU Bererod Gratia have committed to carrying out their duties and responsibilities, members of the Madani credit union cooperative including members, management, and employees as much as 98.4% have also carried out their responsibilities to participate in activities, training / skills and education for the progress of the cooperative.

Independency analysis

The results showed that as members of the cooperative in terms of finance, the creation of independence for members and in togetherness dare to bear risks, and dare to manage their own finances, members are encouraged to have the ability to be independent, confident and able to try themselves. This is supported by respondents from Madani credit union cooperative members as many as 120 (96%) people from 125 people and from Bererod Gratia credit union cooperative members as many as 118 (94.4%)

people from a total of 125 respondents, so it can be concluded that the independence of members of the two cooperatives has been successful. In addition to financial independence, members also have a high commitment in accounting for their rights and obligations independently or managing independently, the success rate achieved is above 96%. The results also showed that 98% created member independence and cooperation in advancing the cooperative. And there is mutual independence in a cooperative environment that above 90% of respondents have a mutual agreement to bear the risk. Including the application of membership that is voluntary and open to the whole community, above 98% of respondents who expressed agreement.

Fairness Analysis

The next basic principle, fairness, as a whole with a percentage value above 80% reveals that since becoming a member of the cooperative, everyone has the opportunity to be involved in joint decision making. In voicing rights, each member of the cooperative has one vote and has the right to participate in decision-making in member meetings, above 89% of respondents expressed agreement with the indicator. Above 99% of members have the same rights and obligations in transacting and getting economic benefits in cooperatives. Another aspect is the concern of the board and members for the community and the surrounding environment, showing that above 93% of respondents have the same view on the statement.

From the results of data collection, it illustrates that the Madani credit union cooperative with a percentage of 98% carries out all activities professionally and responsibly efficiently and effectively, as well as the Bererod Gratia credit union cooperative carries out the same. This finding is supported by the (Kaihatu, 2006). In addition, all management, members and employees always actively participate in activities and uphold the basic value of kinship with the percentage value of involvement of each cooperative as much as 98%. Furthermore, member involvement above 92% to increase cooperative membership by actively attracting people to become new members. This description is supported by research by (Adler & Kwon, 2002).

Social Responsibility Analysis (CSR)

Analysis of social responsibility / CSR variables, there are several aspects that are of concern to the Madani credit union cooperative and Bererod Gratia credit union cooperative to organizational social responsibility, namely social, environmental, economic, legal, and education-health aspects. From the social aspect, it shows that 98% stated that the Madani credit union cooperative has tolerance and strong social ties in a familial manner which is manifested in the form of joint activities, while the Bererod Gratia credit union cooperative above 99% also applies the same thing in joint activities within the cooperative environment. On the environmental aspect, the majority of respondents stated that each member is increasingly confident in implementing and informing the benefits of cooperatives for the surrounding community. Furthermore, in the economic aspect within the two cooperatives, both the Madani credit union cooperative and the Bererod Gratia credit union cooperative, all members support mutual sharing which is realized economically with savings and loan services. Likewise, in the activities carried out, cooperatives adjust to existing laws and rules referring to sources of funds, loan procedures and capital in accordance with applicable laws in cooperatives. Another positive impact is the existence of the Madani credit union cooperative and the Bererod Gratia credit union cooperative in terms of education and health. Since the

community has become part of a cooperative or cooperative members, there has been an increase in RT opinions that greatly help members in meeting education and health needs. The presentation shows that the values in the cooperative embraced by each member and seven core subjects have been successfully implemented and support the success of the cooperative, the results of this study are supported by the study of (Messabia et al., 2023).

Performance Analysis

Furthermore, related to cooperative performance variables, the results of the study revealed that there is a strong commitment between management and members to increase growth and business sustainability for the common good of both cooperatives and cooperative members. Of the members of the Madani credit union cooperative as many as 122 people (97.6%) of the total members of 125 people, and of the members of the Bererod Gratia credit union cooperative as many as 121 people (96.8%) of the total 125 people. Form joint activities for progress between the board and members of the cooperative and the cooperative itself through the provision of soft skills in the form of training or skills for all resources including members, management, supervisors, including administrative personnel.

Another aspect related to performance, from the results of the study illustrates that the existence of such a large commitment with a percentage value between 98.4% to 99.2% shows a continuous commitment and improving mutual welfare between the board and members to continue to be involved in achieving the success of the cooperative. The achievement of mutually agreed performance is formed due to mutual commitment between management and members, including a mutually supportive work environment, the relationship between management and members is always built through good and interactive communication so that members can feel the environment of the two cooperatives is conducive, comfortable and healthy, the findings of this study are supported by a study by (Hasibuan, 2018).

In terms of performance analyzed in this study related to work motivation, salary and incentives, work environment, ability to develop themselves, teamwork, and financial stability and sustainability of cooperatives. The majority of respondents above 98% of respondents from both the Madani credit union cooperative and the Bererod Gratia credit union cooperative stated that the loans provided by the cooperative were useful to help members' income and increase business capital, which ultimately had an impact on work motivation. Furthermore, respondents also revealed that each member has flexibility in using deposits, loans and SHU for personal interests which has a very helpful impact in financial terms.

In addition, the work environment at the Madani credit union cooperative and Bererod Gratia credit union cooperative is felt conducive, so that every member feels free to act and give opinions. This encourages the ability of members to be encouraged to develop themselves, because the environment also provides opportunities and facilitates each member to improve their insights and skills through various activities and trainings held by the cooperative. The results showed that 98% of respondents revealed that the team in the Madani credit union cooperative and Bererod Gratia credit union cooperative have excellent cooperation, and strong cooperation in providing effective services for their members. The next factor relates to financial stability. Based on the results of the study, 98% of respondents stated that the Madani credit union cooperative and Bererod Gratia credit union cooperative formed reserves and internal financial control with continuous services for the welfare of members.

Based on this description, it shows the success of the Madani credit union cooperative and the Bererod Gratia credit union cooperative. The results of this study are supported by (Bernardin, 2023) that performance is very beneficial for the dynamics of overall organizational growth to know the actual conditions of how cooperative employees perform.

The description describes that governance and CSR that are currently running are good, reflected in participatory between management and governance members including the application of existing principles in the credit union forum with professional performance.

This exposure is supported by a study by (Messabia et al., 2023) which revealed that the success of cooperatives is closely related to good governance, effective management, willingness, transparency, participation, commitment, access to financial information and so on which was also revealed in (Messabia et al., 2023). The results of this study are also in line with seven core subjects in ISO 26000 including organizational governance, fair operational practices including the development and involvement of cooperative members National Standardization Agency., 2013.

Conclusion

Based on the results of research on the Bererod Gratia credit union cooperative and Madani credit union cooperative in examining how the influence of governance and social responsibility (CSR) on cooperative performance on improving member welfare. The results of the study concluded that:

The implementation of transparency has been implemented and is running very well, this is shown by the openness of the management and members to share relevant information, dialogue, provide suggestions and suggestions at each meeting and in terms of financial statements, members know the financial/operational situation as outlined in the Annual Member Meeting Report (RAT) starting from financial transactions, The purpose of the loan, including the financial management of the cooperative, operational costs, in terms of meetings, procedures, registers and including the application of principles in the credit union forum.

Strengthening accountability is always built by providing services so that members can easily access finance or credit, a democratic atmosphere and freedom of expression are always built, as well as between management and members have high involvement and commitment to always grow and be sustainable in advancing the cooperative. This form of commitment is manifested in the form of the availability of training for all ADMs, both members, management, supervisors, including administrative personnel. Another commitment of all members has always been the effort to build a democratic atmosphere and freedom of expression. And from members and administrators have a strong commitment to increase growth and business sustainability for the common welfare of both cooperatives and members and administrators of cooperatives.

Success in implementing responsibility has an impact on aspects of responsibility and duties of each individual member, especially in terms of compliance with loan payments and participating in cooperative activities such as training or skills in education for the progress of the cooperative. The tasks carried out in each activity are carried out professionally, efficiently and effectively. And all members including the board actively participate in joint activities and uphold the principle of kinship. Another support that is always carried out by all cooperative members, employees and administrators related to

the sustainability of the cooperative is the willingness to be involved in increasing cooperative membership by attracting people to become new members.

The successful implementation of transparency, accountability, and responsibility affects the formation of independence. The level of independence of cooperative members can be seen in terms of finances, members are able to stand alone, confident and strive for themselves. Other successes are more committed and bolder members manage rights and obligations independently. Cooperative membership is voluntary and open to the entire community, independent involvement of all members and cooperation to expand networks to advance the cooperative including in terms of bearing mutual risks.

The next success, namely fairness, overall succeeded in creating fairness as seen from the expressions of respondents that since becoming a member of the cooperative, everyone has the opportunity to be involved in joint decision making, the concern of the board and members for the community and the surrounding environment, each member of the cooperative can voice one voice and has the right to participate in decision making in member meetings, has the same rights and obligations in transact and obtain economic benefits in cooperating.

Referring to the analysis of social responsibility (CSR) from the social aspect, it shows that all members, employees and administrators including supervisors are increasingly tolerant and have strong familial social ties manifested in every joint activity. Likewise, in the environmental aspect that allows, respondents are increasingly confident in informing the benefits of being a member of a cooperative to the surrounding community, while in the economic aspect there are sharing activities realized economically and savings and loan services. Furthermore, in terms of law, all activities are in accordance with existing laws and rules. Next from the factors of education and health, with increasing household income manifested in the form of activities in helping meet needs and health.

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