# The Constraints and Barriers for Loan Distribution by Financing Institutions to Cooperant Members

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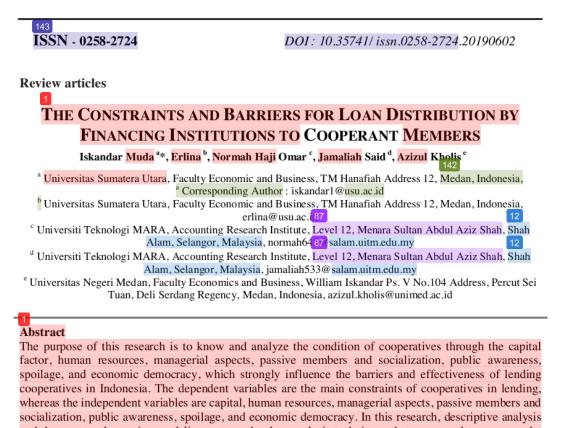
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and the structural equation modeling test are the data analysis techniques that were used to measure the research instruments. The research samples used in this study consist of 203 cooperative management institutions in North Sumatra, Indonesia. The sampling technique used was the purposive sampling method. This study concludes that managerial factors, passive members and socialization, public awareness, lack of economic democracy, capitalization, and a lack of participation have a significant effect on the barriers and effectiveness of lending cooperatives.

Keywords: Cooperative, Capital Factor, Human Resources, Managerial Aspects, Passive Members and Socialization.

#### 摘要:

本研究的目的是通过资本因素,人力资源,管理方面,被动成员和社会化,公众意识,腐败和经济民主来了解和分析合新社的状况,这对合作社的贷款和约力产生了重大影响。印度尼西亚。因变量是合作社在贷款中的主要制约因素,而自变量则是资本,人力资源,管理方面,被动成员和社会化,公众意识,腐败和经济民主。在本研究中,描述估分析和结构方程模型试验是用于测量研究工具的数据分析技术和实体中使用的研究样本包括印度尼西亚北苏门答腊的203个合作管理机构。采用的采样技术是有目的的采样方法。本研究的结论是,管理因素,被动成员和社会化,公众意识,缺乏44济民主,资本化和缺乏参与对贷款合作社的障碍和有效性产生了重大影响。

#### I. INTRODUCED ON

A cooperative is a joint venture entity that relies on the principal of people's economy, which, in turn, is based on the principle of kinship. Various advantages possessed by cooperatives such as cost-efficiency as well as increased economies of scale clearly make cooperative a form of business entity that is very prosperous in North Sumatra. However, this phenomenon poses quite a dilemma because, in fact, the cooperative with all its advantages is difficult to develop in North Sumatera [1]. In the past 15 years, the cooperative has been akin to a dead man. The development of cooperatives has decreased performance and organizations have been increasingly difficult to develop. In this context, the cooperative in North Sumatra was stagnant or even declined. The number of cooperatives in North Sumatra until December 2015 amounted to 11,696 units, of which 6,285 cooperatives were active while 5,411 cooperatives were inactive. The ratio of active cooperation until 2015 amounted to 53.74%. The highest ratio of active cooperatives was observed in the district of North Nias at 100% and the lowest ratio in Toba Samosir Regency at 22.76%. The number of village unit cooperatives listed in 2015 was 620 units, a decrease by 35% when compared with the 954 units in 2013 [2].

Based on the World Bank 2017–2018 Report on the Global Financial Development Comparative database of countries in Southeast Asia, Indonesia can be compared with Malaysia, as shown in Table 1 below:

Table 1. Global Financial Comparative between Indonesia and Malaysia

		I	ndonesia	1		
Years	1	2	3	4	5	6
2004	5.17					
2005	5.28					
2006	5.72					
2007	5.97					
2008	6.58					
2009	7.65	18.20	16.50			
2010	8.12					
2011	8.53			19.58	15.29	8.55
2012	9.43					
2013	10.35					
2014	17.93			35.95	26.56	13,14
2015	17.76	27.40	25.30			
		l	Malaysia	L		
Years	1	2	3	4	5	6
2004	14.06					
2005	12.64					
2006	11.73					
2007	11.43	60.40	57.20			
2008	11.23					

2009	11.08				
2010	10.86				
2011	11.20		66.17	35.41	11.20
2012	11.12				
2013	10.91				
2014	10.76		80.67	33.77	19.52
2015	10.66	31.90 27.00			

Indicator 1 in Table 1 is the number of commercial banks per 100,000 adults. Indicator 2 shows 74 percentage of firms in the formal sector of credit or 59 loan by a financial institution. 74 dicator 3 is the percentage of small firms with 5-19 workers in the formal sector with credit from a financial institution. In 55 cator 4 is the percentage of accounts with a bank, credit union, or another financial institution. This data shows the low access to Indonesia's financial instituti 55 compared with Malaysia. Indicator 6 is the percentage of respondents who report money from a bank, credit union, or microfinance institution. As for other financial institutions, they are cooperatives over the past 12 months (% age 15+), which shows the low utilization of access to Indonesia's financial institutions compared with Malaysia.

19 According to the 1992 Act, cooperative is defined as a business entity consisting of a person or a cooperative legal entity with its activities based on the principles of cooperatives as well as the people's economic movement based on the principle of kinship [3]. In Indonesia, the principle of cooperative has been included in Law no. 12 of 1967 and Law no. 25 of 1992 [4]. The principle of cooperatives in Indonesia is roughly equal to the internationally recognized principle with a slight difference, consisting in the explanation of the Business Profits. It was found in [5] when discussing the factors affecting sustainability of agricultural cooperatives from Malawi, that the participants in the agricults al cooperatives came to the general consensus that in their current state these cooperatives were not sustainable. Although, all the members were satisfied with the idea of having a cooperative, they were skeptical of their survival Studies conducted in [6], [7] and [8] identified the credit risk financing factors determined by Inherent Credit Risk and inefficiency of loan amount and the need to regulate best practice nonperforming loans ratio. The participants highlighted poor governance, the lack of market access and a lack of managerial skills as the main problems affecting their cooperatives.

Crediting strategy is one of the strategic functions of financing institutions including cooperatives and this function also often causes

the decline in income of a bank. In order for the loan disbursed to have good loan quality, in practice it is necessary to separate the functions within the credit organization. It is stated in [9] and [10] that this separation is done so that each function can work well and minimize the occurrence of non-objective assessment with various reasons resulting potentially in the occurrence of irregularities that will eventually cause problematic credit disbursed. Where the ratio of bad loans is higher, the institution will reduce the income due to the large number of debtors who are delinquent in credit payments. Giving credit is indeed a high risk activity. Therefore, in an effort to overcome the high number of bad debts, the analysis and prediction of a loan application will be able to minimize the risks contained in the credit distribution. These are the key issues in the management of the capabilities and capacities of the cooperatives. It indicated that Malawian agricultural is coop 3 atives to produce a product of production.

It is recommended in [11] to establish an apex organization or secondary level cooperative at district level to address governance, management and market access problems in order to improve the performance of cooperatives. Community sensitization is needed to increase memberships and policy interventions such as the provision of the infrastructure necessary for accessing the market information and supportive regulatory framework would allow comp 10 ive market environment.

Some factors involved in the success of poultry growers' cooperatives to ere considered in [12]. It was demonstrated that the following factors in a descending order of importance had the greatest effects on cooperative success: technical skills, number of training programs attended, quality of training programs offered, members' participation in cooperatives' administrative affairs and managers' interpersonal human skills

The government should increase the supply of loans/lines of credit to cooperative farmers and enlightenment campaigns in order to increase the participation of rural farmers [13], [14]. In deciding on a strategy, companies need to consider the combination of both the company's internal and external environments. Steps must be taken to collect external and internal data. The company's internal factors include marketing and distribution; research and development; production and operations management; and financial, physical and human resources. The company's external factors include the general conditions of socio-economic, technological and

legal realities and the politica 140 d industrial environment. This includes the customer sector, the supplier sector, the competitor sector, and the international environment.

As found in [15], coaching employees through education, training and counseling had no significant effect on the participation of members as owners, controllers and users of the Islamic boarding school's cooperative products. Cooperative education is a type of coaching and is one of the models developed to promote cooperative performance [16].

Birchall and Richard [17] argue that in order to achieve successful cooperation, members must have sufficient resources to be able to take part effectively. These resources include education. After training on cooperation, members are expected to be motivated to cooperate while practically conducting business. Training is an essential part of a company's activities [18]. Continuous member training is an activity designed to prepare Islamic boarding school cooperation members to be ready for the new challenges that will soon change the world.

The results obtained in [19] showed that the contribution of Agricultural Production Cooperatives (APCs) to the farmers' technical and economic status is low, while the APC success is in the medium to low range. In the research that still exists, testing is done with regression methods with cases in cooperatives in developing countries [20]. In their work, authors [21] discussed specific problems that may arise when forming cooperatives in India under free market conditions. Due to the increasing economic liberalization, cooperation in India are making efforts at all levels to reorient their functions according to 13 market demands. The authors thus argue that cooperatives have inherent advantages in tackling the problems of poverty, employment generation and food security. Cooperatives are also considered to have immense potential to deliver goods and services in areas where both the state and the private sector have failed. On the other hand, cooperativess face a variety of challenges, including lack of quality management, overdependence on government, poor infrastructure, dormant membership, lack of strong human resources policy, absence of professionalism and non-conduct of elections.

Empirical evidence also indicates 165 at the business knowledge and experience of small and medium size enterprises (SME) have an impact on the development of cooperative capital. The higher the bad credit (Non-Performing Loan), the lower will have a negative impact on cooperative

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Bipital [22]. Findings reported in [23] indicate that a stable legal environment, a dedicated initiator and leader, government financial and technical support, farmer understanding and participation of cooperative activities and appropriate external support from professional NGOs were the key factors for the successful development of farmer cooperatives in China. Several factors empowering cooperative membership in the country of Tanzania can be with several variables including done management skills, level of education of cooperative officials and access to loans were found to exert positive influence on the utilization of the available opportunities and factors that influence empowerment of cooperative members [24]. As argued in [25] and [26], regular financial audits are necessary to ensure adoption in rural cooperatives. It is worth noting that banks also benefit from such collaboration because less formal financial institutions, like cooperatives, have been shown to improve financial sustainability in Ethiopian and Tanzania.

Thus, it is essential for the cooperative members to be able to take advantage of the benefits inherent in this structure, as well as overcome the associated weaknesses. Ideally, cooperatives should function as business entities, as this provides the greatest protection to the people. There are several advantages of cooperatives in North Sumatra, namely (1) Cooperatives in the form of membership that are open and voluntary; (2) principal savings and deposits must not burden members; (3) each member has the same voting rights, because it is not based on the amount of capital; and (4) cooperatives primarily aim to improve members' welfare rather than seeking profits.

Nonetheless, some weaknesses of cooperatives in North Sumatra must be acknowledged, namely (1) cooperatives are difficult to develop because of limited capital; (2) the cooperative management is not professional; (3) administrators are sometimes dishonest; and (4) there is no cooperation among the management, supervisors and members.

#### II. RESEARCH METHODS

The data required to address the research questions guiding the present study was obtained via a survey in which representatives of cooperatives in North Sumatra took part. In addition, Focus Group Discussion (FGD) is conducted by involving various stakeholders, who were invited to dicuss the emergence and growth of cooperatives in North Sumatra. This study can thus be classified as an associative research, as its aim is to create causal links between two or more variables. The population in this study is a cooperative in the province of North Sumatra, Indonesia, scattered in several District Municipalities, which consists of South Tapanuli District, Central Tapanuli District, Mandailing Natal District, Sibolga District, North Nias District, South Nias District and Gunung Sitoli District involving 203 respondents of the Cooperative board. Purposive Random Sampling was a technique used in the research to study the and municipal cooperatives' district management, which is sampling to certain criteria. The minimum sample size in this study was 203 respondents. According to the sampling criteria, cooperative management representatives were selected from among and by the members at the member meeting. The operational definitions of the research variables are given in Table 2 below:

Table 2. Variable Operationalization	Table 2.	Variable O	perationalization
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Variable	Definition	Indicator	Scale
Human	Human beings	1. Recruiting	Likert
Resources	employed in an	2. Training	
$(X_1)$	organization as	<ol><li>Services</li></ol>	
	movers,	[27], [28], [29]	
	thinkers and	& [30].	
	planners to		
	achieve		
	organizational		
	goals		
Managerial	Aspects related	<ol> <li>Planning</li> </ol>	Likert
Aspects	to the	2. Actuating	
(X <sub>2</sub> )	implementation	3. Controlling	
	of management	[31], [32], [33]	
	functions	& [34].	
Passive	Members who	<ol> <li>Meeting</li> </ol>	Likert
Members and	are only	<ol><li>Transfer of</li></ol>	
Dissemination	responsible for	members	
(X <sub>3</sub> )	the capital that	3. Contribution	
	has been	[35], [36], [37]	
	deposited into	& [38].	
	the cooperative		
Awareness	Awareness to	1. Initiative	Likert
$(X_4)$	improve	<ol><li>Government</li></ol>	
	themselves,	encouragement	
	improve their	[39],[40] &	
	welfare, or	[41].	
	develop		
	themselves		
	independently		
Spoilage	Number of	1.The role of	Likert
(X <sub>5</sub> )	unattended	government	

e

 $X_2$ 

 $X_3$ 

	assistance	2.Capital	
		Lending	
		3.Refund of the	
		loan	
		[42], [43], [44].	
Economic	Not given the	1. Business	Likert
Democracy	discretion in	scope	
(X <sub>6</sub> )	carrying out	2. Economic	
	every action	function of	
	-	society	
		3. The function	
		of community	
		welfare	
		[45], [46], [47],	
		[48].	
Capital (X7)	Strong capital	1.Infrastructure	Likert
1	support and in	and facilities	
	or vice versa	support	
	too dependent	2.Infrastructure	
	on the capital	between cities	
	and the source	and villages	
	of the	3.Warehouse	
	cooperative	receipt	
	itself	4. Facilities for	
	ittoen -	loading and	
		unloading of	
		products.	
		[49], [50], [51].	
Lack of	Emerging from	1.Trust in the	Likert
Member	socialized	board	LIKUI
Participation	government	2.Development	
(X <sub>8</sub> )	support from	of activities	
$(\Lambda_8)$		3.Support	
	1	members	
	top down		
C	701	[52], [53], [54].	T. I.
Cooperative	The role of	1.Optimization	Likert
Socialization	cooperative	of socialization	
$(X_9)$	essence	2.The essence of	
	holistically	the cooperative	
		[55] & [56].	
Barriers and	The overall	1.Bank interest	Likert
		2. Trust	
effectiveness in lending	obstacle to the development of	3.Business	

cooperatives the cooperative competition (Y) 4.Market conditions [57],[58] & [59].

139 Data analysis technique used in this research is a quantitative descriptive method by means of Structural Equation Modelling (SEM), which can be described by the equation:

## $Y = \overline{Y_1} \cdot X_1 + Y_2 \cdot X_2 + Y_3 \cdot X_3 + Y_4 \cdot X_4 + Y_5 \cdot X_5 + Y_6 \cdot X_6 + Y_7 \cdot X_7 + Y_8 \cdot X_8 + Y_9 \cdot X_9 + \varsigma$

- : Error Term
- X1 : Human Resources
  - : Managerial Aspects
  - : Passive Members and Dissemination
- X<sub>4</sub> : Awareness
- X<sub>5</sub> : Spoilage
- X<sub>6</sub> : Economic Democracy
- X<sub>7</sub> : Capital
- X<sub>8</sub> : Lack of Member Participation
- X<sub>9</sub> : Socialization Cooperative

Y : Barriers and effectiveness in lending cooperatives

#### III. RESULTS AND DISCUSSION Respondent Characteristic

The number of respondents was 203 persons spread across 7 municipal districts.

Table 3 explains the respondents' characteristics:

	South Tapanuli	Central Tapanuli	Mandailing Natal	Sibolga	North Nias	South Nias	Gunung Sitoli	Total	%
				Gender					
Male	6	18	18	21	9	9	22	103	47%
Female	30	10	10	6	17	16	13	118	53%
Total	38	28	28	27	26	25	35	203	100%
				Age					
20 - 30 Years	19	5	11	7	22	19	7	102	46%
31 - 40 Years	5	9	10	9	3	4	9	53	24%
41 - 50 Years	4	8	3	6	1	1	7	30	14%
51 - 55 Years	8	6	4	5	0	1	12	36	16%
Total	36	28	28	27	26	25	35	203	100%
			Lev	el of Educa	tion				
Senior High									
School	29	26	17	22	22	11	17	160	72%
Diploma	2	0	1	1	1	3	4	12	5%
Graduate	5	1	10	4	3	11	13	47	21%
Master Degree	0	1	0	0	0	0	1	2	1%
Total	36	28	28	27	26	25	35	203	100%
			1	Experience					
< 5 Years	11	18	21	10	23	23	12	134	61%
5 - 10 Years	10	9	4	13	3	2	11	52	24%
10 - 20 Years	8	1	3	4	0	0	4	20	9%

#### Table 3. Research Respondents

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> 20 Years	7	0	0	0	0	0	8	15	7%
Total	36	28	28	27	26	25	35	203	100%

Normality Test Results

The results of the normality test are given in Table 4.

Table 4 Summary of Normality Test Results

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Indicators	min	max	skew	c.r.	kurtosis	c.r.
epp4	1,000	5,000	-,429	-2,602	-1,229	-3,729
epp3	1,000	5,000	,384	2,328	-1,261	-3,826
epp2	1,000	5,000	,020	,120	-1,485	-4,507
epp1	1,000	5,000	,436	2,643	-1,253	-3,802
skl	2,000	5,000	-,411	-2,494	1,301	3,949
sk2	2,000	5,000	- ,514	-3,118	,805	2,444
kp1	1,000	5,000	-,340	-2,062	-1,090	-3,307
kp2	1,000	5,000	- ,541	-3,284	-,741	-2,249
kp3	1,000	5,000	- ,540	-3,277	- ,524	-1,591
pl	1,000	5,000	,020	,123	-1,477	-4,483
p2	1,000	5,000	-,372	-2,256	-1,306	-3,964
p3	1,000	5,000	,158	,959	-1,318	-3,999
de1	1,000	5,000	,017	,106	-1,481	-4,494
de2	1,000	5,000	-,372	-2,261	-1,299	-3,940
de3	1,000	5,000	-,260	-1,577	-1,368	-4,151
m1	1,000	5,000	-,993	-6,025	,452	1,372
m2	2,000	5,000	-,621	-3,771	,723	2,194
m3	1,000	5,000	-,924	-5,610	,244	,740
km1	1,000	5,000	- ,248	-1,507	-1,341	-4,070
km2	1,000	5,000	-1,515	-9,195	2,587	7,850
apsl	1,000	5,000	-,207	-1,258	-1,316	-3,995
aps2	1,000	5,000	,862	5,229	- ,281	- ,853
aps3	1,000	5,000	,018	,112	-1,493	-4,530
aml	1,000	5,000	-,364	-2,209	-1,200	-3,642
am2	1,000	5,000	-,874	-5,307	-,329	-1,000
am3	1,000	5,000	-,834	-5,063	- ,578	-1,755
sdm1	1,000	5,000	- ,399	-2,420	-,354	-1,075
sdm2	1,000	5,000	-,971	-5,892	1,155	3,506
sdm3	2,000	5,000	- ,560	-3,402	1,890	5,734
Multivariate					28,237	4,950

Based on the normality test results given in Table 4, it can be stated that the values of the critical ratio (c.r) and the kurtosis value of 28.237 indicate that the research variables have multivariate normal distribution. As pointed out, the critical ratio value >5 indicates that the data is normally distributed.

#### Multicollinearity

Based on the observation of the correlation matrix given in Table 4 above, the correlation coefficient greater than 0.80 was 6 t found. Therefore, it can be concluded that there is no multicollinearity problem between the measurement variable and latent variables.

#### Goodness of Fit Test Results

Based on Table 4, the Goodness of Fit test is conducted to find out whether the model obtained is correct in describing the relationship between the variables being studied so that it can be categorized as a good model. Model testing on SEM aims determine the suitability of the model. The results are incorrect.

> Probability level = ,000 Chi-square = 1942.124 Degree of freedom = 332

Based on the results of model-fit testing overall, it can be concluded that the estimation model is acceptable, meaning that the empirical model obtained is still in accordance with the theoretical model.

#### Measurement Model

The measurement model between latent variables is shown in Figure 1 as follows:

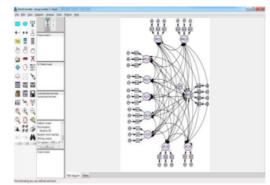


Fig. 1. Coefficient of Standardization Full Model Research

Based on **Figure** 1, the measurement of the latent variables consisting of  $X_1, X_2, X_3, X_4, X_5$ ,  $X_6, X_7, X_8$ , and  $X_9$  resulted in the indicator weight value being greater than the loading factor value of <0.5, meaning that all indicators are valid as measuring instruments for latent variables.

#### **Regression Weight Test**

Data processing using AMOS resulted in a elationship analysis among the variables (see 1990 to 5).

#### Table 5. Regression Weights

			Estimate	S.E.	C.R.	Р	Label
EPP_Y	<	SDM_X1	18,259	44,378	,411	,681	par_20
EPP_Y	<	AM_X2	,925	,039	23,512	<b>非</b> 班 班	par_21
EPP_Y	<	APS_X3	,448	,052	8,533	非非非	par_22
EPP_Y	<	KM_X4	-3,170	,503	-6,303	非非非	par_23
EPP_Y	<	M_X5	-1,628	2,504	-,650	,516	par_24
EPP_Y	<	DE_X6	1,010	,047	21,272	非非非	par_25
EPP_Y	<	P_X7	,961	,061	15,748	非非非	par_26
EPP_Y	<	KP_X8	1,780	,478	3,727	***	par_27
EPP_Y	<	SK_X9	-3,103	6,688	-,464	,643	par_28
sdm3	<	SDM_X1	1,000				
sdm2	<	SDM_X1	9,194	8,414	1,093	,275	par_1
sdm1	<	SDM_X1	12,714	11,640	1,092	,275	par_2
am3	<	AM_X2	1,000				
am2	<	AM_X2	,877	,027	14,662	非非非	par_3
am1	<	AM_X2	,791	,055	14,343	非非非	par_4
aps3	<	APS_X3	1,000				
aps2	<	APS_X3	,448	,052	8,533	非非非	par_5
aps1	<	APS_X3	,692	,054	12,774	非非非	par_6

			137 Estimate	S.E.	C.R.	Р	Label
km2	<	KM_X4	1,000				
km1	<	KM_X4	-2,980	,492	-5,399	***	par_7
m3	<	M_X5	1,000				
m2	<	M_X5	,383	,049	7,858	***	par_8
m1	<	M_X5	,570	,074	7,705	***	par_9
de3	<	DE_X6	1,000				
de2	<	DE_X6	1,010	,047	21,272	***	par_10
de1	<	DE_X6	,817	,096	14,322	***	par_11
p3	<	P_X7	1,000				
p2	<	P_X7	,874	,082	12,663	***	par_12
p1	<	P_X7	1,142	,052	21,893	***	par_13
kp3	<	KP_X8	1,000				
kp2	<	KP_X8	1,965	,578	2,943	***	par_14
kp1	<	KP_X8	2,355	,591	3,986	***	par_15
sk2	<	SK_X9	1,000				
sk 1	<	SK_X9	1,147	,286	4,007	***	par_16
epp 1	<	EPP_Y	1,000				
epp2	<	EPP_Y	,968	,072	13,347	***	par_17
epp3	<	EPP_Y	,999	,068	14,682	***	par_18
epp4	<	EPP_Y	,737	,075	9,785	***	par_19

The equations can be formed based on Table 5 as follows:

### $Y = 18.259X_1 + 0.925X_2 + 0.448X_3 - 3.170X_4 - 1.628X_5 + 1.010X_6 + 0.961X_7 + 1.780 X_8 - 3.103X_9 + e$

Based on Table 5, the Critical Ratio (CR) values are used to calgilate the regression weight. The test results presented in Table 5 show that all coefficients are not significantly equal to zero. Hence, the null hypothesis that the regression weight is equal to zero is rejected, and an alternative hypothesis is accepted that each indicator has 16 ausality, which means the model is acceptable. The strength of the dimensions that make up the latent factor can be tested using the Critical Ratio (CR) against the regression weight generated by the model. The CR is identical with the t<sub>count</sub> in the regression analysis. A CR greater than 2.0 indicates that these variables are significantly higher than the dimensions of the factor. Furthermore, the \*\*\* sign indicates a probability lower than 5% (0.000). This equation means that the managerial aspects  $(X_2)$ , passive members and socialization  $(X_3)$ , public awareness  $(X_4)$ , less economic democracy  $(X_6)$ , capital  $(X_7)$ , and lack of member participation (X<sub>8</sub>) variables have a significant effect on the loan disbursement. Other variables, such as human resources  $(X_1)$ , spoilar 164  $(X_5)$ , and socialization of cooperatives (X<sub>9</sub>) do not play an important role in the loan disbursement (Y).

#### Discussion

Based on the fact that the main obstacle to business owners who produce superior food products, aside from packaging and marketing problems, is the difficulty of obtaining working capital with low interest, cooperative capital is a fundamental problem. Constraints faced by cooperatives related to the difficulty of acquiring capital and quality assurance certificates have not been adequately addressed, and obtaining lowcost capital with low interest also continues to be difficult. These latter requirements have not been obtained as an effort to meet domestic and foreign demand. The difficulty of acquiring lowcost capital with low interest is a major obstacle for entrepreneurs who wish to develop their business. One of the weaknesses of cooperatives is capital adequacy. Therefore, it is necessary to make access to capital sources easier or to solve some of the problems of the institutional capital needs of credit providers. In reality, a considerable number of cooperatives need funds from capital sources [60]. On the other hand, if the source of capital has enough funds to be distributed in the cooperative but there is a gap so that the two poles never meet, no transaction occurs. The studies conducted by [61] reveal the constraints that cause these difficulties, which include: absence of a relationship between the source of capital and the cooperative, differences in the habits of the cooperative members that are unfamiliar with temporary bookings versus banking institutions that are already accustomed to bookkeeping, and the inability to compose a business feasibility study report. These constraints make it difficult to meet the administrative requirements of fund proprietors.

Cooperatives that have been long established without any development in either management financial scale or need improvement. This improvement starts from within the cooperative itself, such as implementing changes in internal management conditions. The internal problems of the cooperative, both operational and managerial, should be analyzed in detail. After repairing these issues, the external problems should be addressed. The capital of cooperatives is obtained from funds deposited by its members as joint capital. Capital storage is greatly beneficial to cooperatives with many members. To reduce dependence on the membership system, cooperatives can expand the acquisition of capital through funding, diversification, or business investment.

If a cooperative's internal components have been improved but have not achieved the maximum results, then the cooperative's management must launch a promotion in order to increase public interest in a product or service. A cooperative business can run smoothly and even grow if managed properly. Job description of the

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authority of each member in the cooperative must be clear and structured. All matters relating to the cooperative must be clearly regulated and adhered to by all members. Financial management problems are very important, because capital is obtained from all members rather than from one individual.

Cooperatives as financial business services need to be socialized to the community so that new members will become interested in joining. If membership increases, the cooperative's finances will likewise increase and the business will grow. A cooperative business can be developed by finding competent and qualified members. Members who have knowledge and experience about cooperatives will make it easier to take care of the cooperative properly. To avoid fatal management errors, it is better if a cooperative has accounting software that can be used quickly, easily, and efficiently by anyone.

Community members may believe the cooperative's purpose is only to serve consumers, whether with consumer goods or loans; they do not understand the essence of the cooperative itself, either from the capital system or the ownership system. As an economic actor, cooperatives face internal structural-conditional constraints, such as relatively weak capital structures and access to capital resources that are often hit by collateral problems as a requirement for obtaining credit. Members may not understand that, in cooperatives, consumers are also owners, and as such, they are entitled to contribute suggestions to advance the cooperative and have the right to oversee the board's performance.

#### IV. CONCLUSIONS AND RECOMMENDATIONS Conclusions

- 1. Factors that act as barriers and hinder effectiveness in Interpretation lending cooperatives include managerial factors, passive members and socialization, public awareness, economic democracy and capital.
- 2. The variables of human resources, spoilage, and the cooperatives' socialization do not affect the effectiveness of cooperatives in Indonesia.

#### Recommendation

1. The local government must formulate a program on how to bring together

cooperatives and creditors, especially banking institutions.

- 2. Through the Department of Cooperatives, the government should facilitate bookkeeping training to the cooperative boards.
- 3. Through the Department of Cooperatives, the government should facilitate preparation of business feasibility studies or fund proposal submissions to train cooperative members in preparing financial statements and conducting their own business feasibility studies.
- 4. Through the Department of Cooperatives, the government should facilitate, pioneer, and expand the market share of cooperative products in various ways, such as through exhibitions, business meetings, and internet and global-marketing channels like eBay and online trading sites.

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