



Efforts to Empower Cooperative Businesses in Madiun Regency Through Business and Institutional Development

Sumiati^{1*}, Khoyrul Anwar²

¹⁻² Soerjo University, Indonesia
email sumiaty688@gmail.com¹

Article Info :

Received:
20-03-2025
Revised:
13-04-2025
Accepted:
04-05-2026

Abstract

Cooperatives play a strategic role in improving members' welfare and strengthening local economies; however, they continue to face a range of challenges, including low productivity, limited innovation, weak management, and restricted access to markets and financing. This community service program aims to enhance cooperative capacity comprehensively through a combination of training, mentoring, and facilitation approaches. The implementation method consists of needs assessment, program planning, activity execution, as well as monitoring and evaluation. The results of the two-month implementation indicate significant improvements. Cooperative productivity increased by 25%–35%, and product value added improved through innovation and better packaging. The adoption of digital marketing rose from 20% to 85%, accompanied by an increase in sales volume of 30%–50%. In terms of financing, approximately 60% of cooperatives achieved bankable status. In addition, member participation increased from 50% to 80%, alongside strengthened cooperative governance. From a management perspective, around 80% of cooperatives have implemented more structured systems, including financial record-keeping and business planning. Overall, this program has proven effective in enhancing the capacity and competitiveness of cooperatives and holds strong potential to sustainably promote local economic development.

Keywords: Business capacity, Cooperative Management, Cooperatives, Digital marketing, Empowerment.



©2022 Authors.. This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.
(<https://creativecommons.org/licenses/by-nc/4.0/>)

INTRODUCTION

Cooperatives constitute one of the key pillars of the national economic system, grounded in the principles of mutuality, equity, and self-reliance. From the perspective of a people-centered economy, cooperatives function not only as business entities but also as instruments of community empowerment aimed at improving members' welfare and strengthening local economies (Saputri et al., 2025). This aligns with the theory of community-based economic development, which emphasizes that sustainable economic development should be rooted in active community participation and the optimal utilization of local potential. However, in practice, cooperatives at the regional level continue to face a range of structural and managerial challenges, which hinder their ability to operate optimally (Wahib & Susanto, 2024).

One of the primary challenges faced by cooperatives is low business productivity (Ardiansyah et al., 2025). This condition is often attributable to limited utilization of technology, both in terms of production technologies and information technologies. In the current era of digital transformation, technology adoption has become a key factor in enhancing efficiency and business competitiveness (Susanto & Hermina, 2024). The Technology Acceptance Model (TAM) explains that the low level of technology adoption in small organizations, including cooperatives, is influenced by perceived ease of use and perceived usefulness of the technology. Many cooperatives have not yet been able to integrate digital technologies into their operations, such as accounting information systems, digital marketing, and supply chain management, resulting in stagnant business productivity (Ilmi et al., 2020).

In addition, the capacity of human resources (HR) within cooperatives remains relatively low. Cooperative managers generally lack adequate competencies in entrepreneurship, management, and product innovation. According to human capital theory, the quality of human resources is a primary determinant of organizational performance. These limitations in knowledge and skills hinder

cooperatives' ability to develop innovative, high value-added products. Consequently, the products produced tend to be homogeneous and struggle to compete in increasingly competitive markets (Pitra Pradipta Rachman et al., 2025).

Another critical issue is the low value added of cooperative products. This is largely due to the suboptimal implementation of downstream processing and the absence of standardized product quality. Within the framework of value chain analysis proposed by Porter, value addition can be enhanced through the optimization of each stage in the value chain, from production to marketing. However, many cooperatives still focus on selling raw products without differentiation or further processing. This condition results in relatively low profit margins and weakens the bargaining position of cooperatives in the market (Mujiyanti, 2023).

From a marketing perspective, cooperatives also face constraints in accessing broader markets. Limited distribution networks and the minimal utilization of digital platforms constitute the main barriers. In the digital economy era, technology-based marketing strategies such as e-commerce and social media marketing are crucial for reaching a wider consumer base. The theory of digital marketing capability emphasizes that an organization's ability to leverage digital technologies significantly influences marketing performance. However, many cooperatives still lack the capacity to effectively implement digital marketing strategies, resulting in their inability to compete with more modern business actors (Agil Dzikrullah & Chasanah, 2024).

Financing issues also constitute a serious challenge for cooperatives. Access to formal financial institutions remains limited due to weak administrative practices and low business feasibility. From the perspective of financial inclusion theory, access to financial services is a crucial factor in promoting business growth. However, many cooperatives do not yet have well-established and accountable financial record-keeping systems, making it difficult to meet the requirements of financial institutions. This condition hinders cooperatives in obtaining the capital needed to expand their businesses, ultimately constraining growth and innovation (Agil Dzikrullah & Chasanah, 2024).

The institutional capacity of cooperatives is also not yet fully robust. Low member participation and the suboptimal functioning of management and supervisory bodies are key indicators of weak cooperative governance. The theory of good governance emphasizes the importance of transparency, accountability, participation, and effectiveness in organizational management. However, in many cases, cooperatives continue to face challenges in implementing these principles. Low member participation reflects a limited sense of ownership toward the cooperative, while weak supervisory functions may create risks of mismanagement and irregularities in governance. (Sri Rahmawati & Dhea Nowanda, 2025).

In addition, cooperative business management has generally not yet adopted modern management principles. Core management functions such as planning, organizing, implementing, and controlling are not carried out systematically. The management cycle theory emphasizes that organizational success is largely determined by the ability to manage these four functions in an integrated manner. Many cooperatives lack clear business planning, effective organizational structures, and adequate control systems. Financial record-keeping is often conducted manually and does not comply with accounting standards, thereby complicating data-driven decision-making (Eka Tripustikasari, 2025).

In a broader context, the challenges faced by cooperatives are also closely related to increasingly dynamic external environmental changes. Globalization, technological advancements, and shifts in consumer behavior require cooperatives to become more adaptive and innovative. The dynamic capability theory emphasizes that organizations must be able to rapidly adapt to environmental changes in order to sustain competitiveness. However, limited resources and capacity make it difficult for many cooperatives to undertake transformation at the required pace (Rahmayani et al., 2025).

Based on these challenges, comprehensive and integrated efforts are required to enhance the capacity of cooperatives. One viable approach is through community service programs that focus on cooperative empowerment. This approach is aligned with the concept of capacity building, which aims to strengthen the abilities of individuals, organizations, and systems to achieve desired objectives. Such programs can be designed to cover multiple aspects, including improving production capacity, product development, digital marketing, access to financing, as well as strengthening institutional frameworks and management practices.

With appropriate and sustained interventions, cooperatives are expected to evolve into more productive, innovative, and competitive business entities. This transformation will not only enhance members' welfare but also contribute to the overall strengthening of local economies. Therefore, strengthening cooperatives through a community service approach is both important and highly relevant as part of broader efforts to promote inclusive and sustainable economic development.

METHODS

This community service program was conducted by the Community Service Team of the Faculty of Social and Political Sciences, Universitas Soerjo Ngawi, involving lecturers and students as part of the tridharma of higher education, particularly in community service. Implemented from March 1 to April 20, 2026, the program applied a community empowerment and continuous improvement approach. The initial stage involved needs identification through observations, interviews, and focus group discussions with cooperative stakeholders in Madiun Regency, resulting in problem mapping and SWOT analysis that informed the program focus on strengthening productivity, value addition, market access, financing, institutional capacity, and management.

The program was then systematically planned based on strategic management principles to ensure clear objectives and measurable outcomes. Implementation was carried out through integrated activities, including training on productivity, innovation, cooperative and financial management, as well as assistance in SOP development and business standardization. In addition, facilitation was provided to enhance market access through digital marketing and to expand financing access through partnerships with financial institutions. The program adopted an experiential learning approach combining theory and practice, supported by intensive mentoring to ensure effective application. Monitoring and evaluation were conducted periodically using a continuous improvement (Kaizen) approach to maintain program sustainability. Overall, the integration of training, mentoring, and facilitation effectively strengthened both technical and institutional capacities of cooperatives while expanding sustainable economic opportunities.

Table 1. Schedule of Community Service Program Implementation

No.	Activity	Implementation Period	Description
1	Preparation and Coordination	March 1 – 8, 2026	Team and stakeholder coordination
2	Needs Identification and Analysis	March 4 – 8, 2026	Observation, interviews, and FGDs
3	Program Planning	March 9 – 11, 2026	Preparation of materials and schedule
4	Productivity and Innovation Training	March 12 – 16, 2026	Enhancing value added
5	Management and Financial Training	March 17 – 20, 2026	Record-keeping and governance
6	SOP Development and Standardization Assistance	March 21 – 28, 2026	SOP formulation
7	Market Access Facilitation (Digital)	March 29 – April 5, 2026	Marketplace and social media utilization
8	Financing Access Facilitation	April 6 – 10, 2026	Linkage with financial institutions
9	Intensive Mentoring	April 11 – 20, 2026	Field-level implementation
10	Monitoring and Evaluation	April 21 – 25, 2026	Evaluation

RESULTS AND DISCUSSION

The implementation of the community service program conducted by the Universitas Soerjo Ngawi team, which focused on strengthening the capacity of cooperatives in Madiun Regency, demonstrated significant and comprehensive results. The interventions carried out through training, mentoring, and facilitation approaches proved effective in generating tangible improvements, both in technical business aspects and institutional capacity. These findings further reinforce the relevance of the capacity building and community empowerment approaches in promoting the transformation of cooperatives into more productive, adaptive, and competitive business entities. The following discussion outlines the program's achievements based on the key aspects that constituted the main focus of the activities.

Enhancement of Productivity and Value Added

The evaluation results indicate that the production capacity of cooperatives increased by an average of 25%–35% following the implementation of training and mentoring activities. Production efficiency also improved, as reflected in a reduction in production time by up to 20% and a 15% decrease in raw material waste. In addition, approximately 70% of participating cooperatives were able to develop value-added products through packaging innovation and product diversification, compared to only about 30% prior to the intervention. This improvement contributed to an increase in product selling prices ranging from 10% to 25%, depending on the type of product.

One of the main achievements of this community service program is the enhancement of cooperative business productivity. This is evidenced by improvements in production processes, including more efficient workflow arrangements, more optimal utilization of raw materials, and reduced waste. The technical assistance provided encouraged cooperatives to adopt production efficiency principles in line with the concept of lean management, which focuses on eliminating activities that do not add value (Wahyudi et al., 2025).

In addition to productivity improvements, cooperatives have also begun to develop value-added products. Previously, most products were sold in raw or minimally processed forms. Following the intervention, cooperatives introduced innovations such as improved packaging, product labeling, and product diversification. These efforts are consistent with the value chain theory proposed by Michael Porter, which emphasizes that enhancing value at each stage of production can improve product competitiveness in the market. This transformation has not only improved product quality but has also led to increased selling prices and profit margins (Suseno et al., 2020).

Enhancement of Market Access

In the marketing aspect, there was a significant increase in the utilization of digital platforms. Prior to the program, only about 20% of cooperatives used digital media for marketing. Following the intervention, this figure rose to 85% of cooperatives actively using social media and marketplaces. As a result, market reach expanded by approximately two to three times, with an average increase in sales volume of 30%–50% within three to six months after program implementation. In addition, the number of new customers increased by around 40%, indicating that digital marketing strategies effectively expanded market penetration.

Based on the evaluation results, cooperatives experienced considerable progress in marketing through the adoption of digital technologies. Before the program, product marketing was largely limited to local markets and relied on conventional methods. However, after receiving training and mentoring, cooperatives began utilizing digital platforms such as social media and online marketplaces to promote their products. This transformation reflects the application of the digital marketing capability concept, where the ability to leverage digital technologies becomes a key factor in enhancing marketing performance (Putririzqiasih et al., 2024).

With access to digital markets, cooperatives are now able to reach a broader consumer base, including markets beyond their local areas. This has had a direct impact on increasing sales volume and product visibility. Moreover, interactions with consumers have become more dynamic through digital communication features, enabling cooperatives to better understand market needs (Manurung & Juliana putri, 2025). From the perspective of market access theory, improved market access is determined not only by product availability but also by the ability of business actors to effectively reach and meet consumer needs. Therefore, the utilization of digital technology represents a highly relevant strategy

for enhancing the competitiveness of cooperatives in the modern economic era (Ria Dwi Anggraini et al., 2025).

Enhancement of Access to Financing

In the financing aspect, the results of the mentoring activities indicate that approximately 75% of cooperatives are now able to prepare simple financial reports in a regular and systematic manner, compared to only about 25% prior to the program. As a result, around 60% of partner cooperatives have reached a bankable category and have begun to access or explore financing from formal financial institutions. Several cooperatives have even succeeded in obtaining additional business capital, with increased financing access ranging from IDR 50 million to IDR 150 million per cooperative. This demonstrates that improvements in administrative practices have a direct impact on enhancing the trust of financial institutions.

Prior to the program, one of the main challenges faced by cooperatives was limited access to formal financing, largely due to weak administrative systems and the absence of systematic financial reporting. Through mentoring activities, cooperatives have begun to develop simple financial statements in accordance with accountability principles. These improvements in administrative capacity have led to increased business feasibility (bankability). With more structured financial records, cooperatives have gained greater credibility among financial institutions, thereby opening opportunities to access financing. Some cooperatives have even initiated communication with financial institutions for business credit applications.

From the perspective of financial inclusion theory, access to financial services is a crucial factor in supporting the growth of small and medium enterprises. With improved access to financing, cooperatives have greater opportunities to expand their businesses, increase production capacity, and foster product innovation. Therefore, strengthening financial administrative capacity constitutes a strategic step in supporting the sustainability of cooperatives (Mufid & Aprillia Dwi Ardianti, 2025)

Institutional Strengthening

From an institutional perspective, there has been a notable increase in member participation in cooperative activities. Attendance rates in meetings rose from an average of 50% to 80%, indicating a growing level of awareness and sense of ownership among members. In addition, approximately 85% of board members and supervisors have understood and begun to apply the principles of good cooperative governance, such as transparency and accountability, compared to only around 40% prior to the program. This improvement has contributed to increased trust among members in the management of the cooperative.

The evaluation results further demonstrate that this community service program has generated significant positive impacts on institutional aspects. Member participation has increased not only in meetings but also in decision-making processes, reflecting an enhanced sense of ownership toward the cooperative (Wiratno et al., 2025). Furthermore, the understanding of board members and supervisors regarding their roles and responsibilities has improved. Cooperatives have begun to implement key principles of good cooperative governance, including transparency in financial management, accountability in reporting, and active member participation in decision-making. The application of these principles is essential for building member trust and ensuring organizational sustainability.

From the perspective of institutional strengthening theory, strong institutional capacity serves as a fundamental foundation for organizational success. Without a solid institutional structure, technical interventions are unlikely to be sustainable. Therefore, institutional strengthening constitutes one of the primary focuses of this community service program (Annifa Kapitan et al., 2025).

Business Management Improvement

Another significant outcome of the program is the improvement in cooperative business management systems. Prior to the program, most cooperatives did not have structured management systems in place. However, following the training and mentoring activities, cooperatives began to implement management functions more systematically, including planning, organizing, implementation, and evaluation. In this regard, approximately 80% of cooperatives have started to apply management functions in a more structured manner, including business planning and periodic evaluation. The adoption of simple financial record-keeping increased from 30% to 75% of cooperatives. Furthermore, the capacity of management to develop business plans improved

significantly, with around 70% of cooperatives now possessing basic business planning documents. These improvements have contributed to more effective, data-driven decision-making processes.

The implementation of simple financial record-keeping has also become a key indicator of success in this aspect. Cooperatives have begun to recognize the importance of recording transactions regularly and accurately as a basis for decision-making. This aligns with the management cycle theory, which emphasizes that organizational success is determined by the ability to manage all management functions in an integrated manner. With improved management systems, cooperatives are better equipped to plan business activities, manage resources, and conduct periodic performance evaluations, thereby enhancing overall effectiveness and efficiency in business operations (Priyono Haryadi & Juliane, 2022).

Standardization and Business Restructuring

In the operational aspect, approximately 65% of cooperatives have successfully developed and implemented standard operating procedures (SOPs), whereas previously almost all cooperatives lacked documented SOPs. Organizational restructuring was also carried out by around 60% of cooperatives, resulting in clearer divisions of roles and responsibilities. As a result, work efficiency increased by approximately 20%, as reflected in faster decision-making processes and the implementation of business activities.

From an operational perspective, cooperatives have developed SOPs as guidelines for conducting business activities. These SOPs cover various aspects, including production processes, financial management, and member services. With the establishment of SOPs, operational activities have become more structured and consistent. In addition, cooperatives have undertaken organizational restructuring to clarify roles and responsibilities (Jedho et al., 2026). This initiative aims to improve work effectiveness and to avoid role overlap within the organization. Such restructuring is consistent with organizational development theory, which emphasizes the importance of adapting organizational structures to enhance performance (Muharyono & Wibowo, 2023).

The impact of these standardization and restructuring efforts is evident in the increased operational efficiency and professionalism of cooperatives. They are now better prepared to face external challenges and more capable of adapting to changes in the business environment. This also supports the establishment of more sustainable and measurable work systems. Overall, the results of this community service program demonstrate that the interventions implemented have had a significant positive impact on enhancing cooperative capacity. This success is attributed to a comprehensive and participatory approach, as well as the active support of all stakeholders involved. With sustained program continuity and consistent strengthening efforts, cooperatives are expected to continue developing as strong and competitive pillars of the local economy.

CONCLUSION

Based on the results of the two-month implementation of the community service program, it can be concluded that the program designed through training, mentoring, and facilitation approaches—has generated positive and significant impacts on the overall capacity development of cooperatives. The interventions implemented have not only enhanced technical business aspects but also strengthened institutional capacity and cooperative governance.

From the perspective of productivity and value added, cooperatives have demonstrated improvements in production capacity as well as in their ability to develop more innovative and competitive products. This has led to enhanced product quality and increased market value. In terms of marketing, the utilization of digital platforms has expanded market reach and significantly increased sales volume, enabling cooperatives to move beyond reliance on local markets. Furthermore, in the financing aspect, improvements in administrative practices and financial record-keeping have enhanced the bankability of cooperatives, thereby opening opportunities to access formal financial institutions. From an institutional perspective, there has been an increase in member participation, as well as improved understanding among management and supervisory bodies regarding the principles of good cooperative governance, which serve as a critical foundation for sustainability.

In terms of business management, cooperatives have begun to apply management functions more systematically, including planning, implementation, and evaluation of business activities. In addition, the development of standard operating procedures (SOPs) and organizational restructuring have

contributed to improved efficiency and professionalism in cooperative management. Overall, this community service program has successfully facilitated the transformation of cooperatives into more productive, adaptive, and competitive organizations. Nevertheless, the continuity of mentoring programs remains essential to ensure that the achievements attained can be sustained and further enhanced. With ongoing support, cooperatives are expected to become key drivers of local economic development and to continuously improve the welfare of their members.

REFERENCES

- Agil Dzikrullah, Ach., & Chasanah, U. (2024). Optimalisasi Peran Koperasi Dalam Mendukung Umkm: Meningkatkan Akses Modal, Penguasaan Teknologi, Dan Ekspansi Pasar. *Investi : Jurnal Investasi Islam*, 5(1), 648–668. <https://doi.org/10.32806/ivi.v5i1.205>
- Alfian Nur Alim, Agus Suwarno, & Ikhsan Romli. (2025). Penerapan Kaizen Dengan Pendekatan PDCA Untuk Mengurangi Produk Cacat Komponen Throttle Shaft (THS) Pada Proses Machining; *Jurnal Teknologi Dan Manajemen Industri Terapan*, 4(4), 1712–1724. <https://doi.org/10.55826/jtmit.v4i4.1320>
- Annifa Kapitan, oberth Kurniawan Ruslak Hammar, & Maria Yertas. (2025). Budaya Organisasi Sebagai Fondasi Peningkatan Kinerja Pegawai Di Lembaga Pengembangan SDM Pemerintah Daerah Papua Barat. *Al-Zayn : Jurnal Ilmu Sosial & Hukum*, 3(6), 9897-9908.
- Ardiansyah, R. N., Ardiansyah, N. B., & Mashudi, M. (2025). Peran dan Tantangan Koperasi sebagai Solusi Permodalan UMKM untuk Penanggulangan Kemiskinan di Indonesia. *Waralaba : Journal Of Economics and Business*, 1(3). <https://doi.org/10.61590/waralaba.v1i3.207>
- Eka Tripustikasari. (2025). Peran Manajemen dalam Meningkatkan Efektivitas Organisasi. *Journal of New Trends in Sciences*, 3(2), 01–10. <https://doi.org/10.59031/jnts.v3i2.730>
- Ilmi, M., Setyo Liyundira, F., Rachmawati, A., Juliasari, D., & Habsari, P. (2020). Perkembangan Dan Penerapan Theory Of Acceptance Model (TAM) Di Indonesia. *Relasi : Jurnal Ekonomi*, 16(2), 436–458. <https://doi.org/10.31967/relasi.v16i2.371>
- Jedho, Y. E., Herdi, H., & Aurelia, P. N. (2026). Analisis Strategi Penanganan Kredit Macet Berdasarkan Konsep Manajemen Risiko Kredit pada KSP Kopdit Tuke Jung. *Jurnal Projemen UNIPA*, 13(1), 277–297. <https://doi.org/10.59603/projemen.v13i1.1238>
- Manurung, M., & Juliana putri, J. P. (2025). Peran Marketplace Dalam Meningkatkan Akses Pemasaran Umkm Di Indonesia. *Ab-Joiec: Al-Bahjah Journal of Islamic Economics*, 2(02), 74–81. <https://doi.org/10.61553/abjoiec.v2i02.249>
- Mufid, M., & Aprillia Dwi Ardianti. (2025). Pendampingan Kelembagaan Koperasi Desa Merah Putih untuk Penguatan Usaha Simpan Pinjam di Desa Sranak. *Journal of Research Applications in Community Service*, 4(3), 101–108. <https://doi.org/10.32665/jarcoms.v4i3.5553>
- Muharyono, S., & Wibowo, N. M. (2023). Pengaruh Restrukturisasi Organisasi Dan Pengembangan Karir Terhadap Kinerja Pegawai Dengan Mediasi Kepuasan Kerja Pada Aparatur Sipil Negara Fungsional Di Lingkungan Balai Besar Guru Penggerak Propinsi Jawa Timur. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 6(3), 294–307. <https://doi.org/10.37504/map.v6i3.569>
- Mujiyanti, S. A. (2023). Koperasi Indonesia dan Permasalahannya. *Jurnal Informatika Ekonomi Bisnis*, 1026–1029. <https://doi.org/10.37034/infv.v5i3.653>
- Pitra Pradipta Rachman, Asraf, & Rince Tambunan. (2025). Analisis Kompetensi Sumber Daya Manusia dan Kinerja UMKM di Kabupaten Konawe Kepulauan. *Journal of Innovative and Creativity (Joecy)*, 5(3), 13729–13737. <https://doi.org/10.31004/joecy.v5i3.4334>
- Priyono Haryadi, A., & Juliane, C. (2022). Implementation Of Sprint Life Cycle From Agile Methodology With Knowledge Management Cycle. *Jurnal Teknik Informatika (Jutif)*, 3(5), 1439–1447. <https://doi.org/10.20884/1.jutif.2022.3.5.288>
- Putririzqiasih, A., Nurpadi, D., & Firohmatillah, A. R. (2024). Analisis Implementasi Pemasaran dan Digital Marketing pada Koperasi Kopi di Yogyakarta dalam Upaya Meningkatkan Volume Penjualan. *Jurnal Manajemen Strategik Dan Simulasi Bisnis*, 5(2), 88–99. <https://doi.org/10.25077/mssb.5.2.88-99.2024>
- Rahmayani, D., Gusmaniar, R., & Sanjaya, V. F. (2025). Kapabilitas Dinamis Sebagai Arsitektur Dalam Merespons Perubahan Lingkungan Bisnis Untuk Keberlanjutan UMKM. *Improvement: Jurnal Manajemen Dan Bisnis*, 5(2), 179–190. <https://doi.org/10.30651/imp.v5i2.29256>

- Ria Dwi Anggraini, Madnasir, & Rosilawati, W. (2025). Analisis Penerapan Manajemen Risiko Terhadap Layanan Produktivitas Agen BRILink Sebagai Pendorong Financial Inclusion Dalam Perspektif Islam. *Paradoks: Jurnal Ilmu Ekonomi*, 8(2), 789–805. <https://doi.org/10.57178/paradoks.v8i2.1160>
- Saputri, A. R., Subandriyo, & Hardiyan, M. I. (2025). Koperasi Desa Merah Putih Dalam Perspektif Pembangunan Desa Dan Tata Kelola Pemerintahan. *Journal of Society Bridge*, 3(2), 95–106. <https://doi.org/10.59012/jsb.v3i2.83>
- Sri Rahmawati, & Dhea Nowanda. (2025). Peran Etika Dalam Mewujudkan Good Governance. *Jurnal Riset Multidisiplin Edukasi*, 2(1), 324–333. <https://doi.org/10.71282/jurmie.v2i1.53>
- Susanto, N. W., & Hermina, D. (2024). Peningkatan Daya Saing Sekolah Melalui Implementasi Platform Pendidikan Nasional Berbasis Teknologi di Indonesia. *Management of Education: Jurnal Manajemen Pendidikan Islam*, 10(2), 85–98. <https://doi.org/10.18592/moe.v10i2.13578>
- Suseno, A., Arifin, J., & Sutrisno, S. (2020). Analisis Value Chain Management pada Usaha Mikro Kecil dan Menengah di Indonesia. *Go-Integratif: Jurnal Teknik Sistem Dan Industri*, 1(01), 24–33. <https://doi.org/10.35261/gijtsi.v1i01.4294>
- Tavo, K., & Rasmus, R. (2024). The Role of Planning in Management: Strategies to Achieve Organizational Success. *Sharia Oikonomia Law Journal*, 2(2), 106–115. <https://doi.org/10.55849/solj.v2i2.1148>
- Wahib, Moh., & Susanto, A. (2024). Pendidikan Berbasis Komunitas: Membangun Ekonomi Kerakyatan Melalui Keterlibatan Masyarakat. *Journal Of Economics, Business, Management, Accounting And Social Sciences*, 2(6), 330–341. <https://doi.org/10.63200/jebmass.v2i6.156>
- Wahyudi, W., Widiyanto, R., Effendy, I. R., & Maulana, A. J. (2025). Implementasi Lean Management Dalam Peningkatan Efisiensi Operasional Dan Keuntungan Umkm Di Kabupaten Banjar. *Jurnal Ekonomi Utama*, 4(2), 429–440. <https://doi.org/10.55903/juria.v4i2.292>
- Wiratno, A., Lailiyah, M., & Muharom, E. A. (2025). Implementasi Good Corporate Governance pada Koperasi Sumber Agung Kebumen. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 4(4), 4433–4440. <https://doi.org/10.31004/riggs.v4i4.4200>